CITY OF MESA

Great People, Quality Service!

Information Technology Strategic Plan

Updated July 22, 2003

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Citywide Information Technology Strategies

Definition of Information Technology

The following IT definition has been adopted from the International City/County Management Association (ICMA) as the generally accepted definition and standard categories of the public sector information technology umbrella.

Information Technology includes a broad range of technology-based services that support agency operations.

Radio Systems

All devices and systems for two-way wireless voice, data, and microwave communications which operate on FCC-licensed local government radio frequencies, including but not limited to portable, mobile and fixed radios, mobile data terminals (MDTs), automatic vendor locators, and other devices.

Telephone Systems

Commercial and/or private voice communications systems and devices, including fixed telephones, cellular/mobile phones, pagers, and voice mail.

Network Services

All network services from wall-plug to server, including wide area network (WAN) and local area network (LAN) components, broadband cabling, internet service providers, gateways, firewalls, security servers, domain name system (DNS), dynamic host configuration protocol (DHCP), file servers, print servers, and wireless network connections that are not otherwise accounted for under the category of radio devices.

Application Services

Application services, including typical data processing functions like Internet technologies, electronic mail, geographic information systems (GIS), database servers, application programming resources, client/server applications, interactive voice response (IVR), application-related training, computer room operations performed both centrally and at distributed/decentralized sites, enterprise resource planning (contractual ERP expenditures) and in-house staff (hours paid and expenditures) to automate or manage applications.

Desktop Services

Desktop services, including functions that directly support the desktop including applications software that resides and runs on desktops, such as computer help desks, desktop administration tools, hardware maintenance, desktop/personal productivity tools (e.g., work processing and spreadsheet software), and training related to those desktop applications.

Vision of the Future

IT solutions enhance access to City services and information for the public and City staff.

Mission Statement

Information Technology will deliver effective and innovative solutions that meet the City's business needs.

Guiding Principles

The City's Information Technology (IT) guiding principles are:

1. The Public and employees are provided with timely, convenient access to appropriate information and services through the use of technology.

2. Information technology solutions are driven by the City's business needs.

3. Strategic partnerships are established to develop Information Technology systems that maximize resources and improve productivity and public services.

4. Business processes are evaluated for process improvements before automation is applied. Common Information Technology solutions among users are preferred.

5. Information Technology is managed as an investment.

6. Innovative, but proven, technologies are implemented.

7. The City's network provides connectivity to both internal and external users.

8. Minimize the use of proprietary hardware and software solutions.

9. Where practical, the City purchases and integrates off-the-shelf software with minimal customization.

10. Establish, use and share data among City staff to the fullest extent.

Background

In November 2000, the Mesa City Manager's Office developed a three-to-five year strategic planning process that focused on the internal organizational workings of the City. Factors studied included the organization's internal strengths and weaknesses, and the opportunities and threats that were external to the organization's control and influence. This information was the basis for developing the City's strategic direction.

The City of Mesa formed the IT Council to:

> *Develop and recommend citywide IT strategies and policies that link to organizational strategic direction.*

This cross-functional team is made up of senior managers from each of the City's departments. The IT Council is charged with delivering the following:

- Five-Year IT Strategic Plan
- Citywide IT policies and applicable procedures
- Annual operational plans, prioritization and resource allocation

Purpose and Approach

Information Technology affects every aspect of the City's delivery of services. Therefore, Information Technology has been identified as an important component of the City of Mesa Organizational Strategic Plan.

The business value derived from information technology services & initiatives has been identified as follows:

> *Information technology is one of the tools used to make delivery of City services more effective. Effectiveness includes:*
>
> - *Achieving the best cost/ benefit combination*
> - *Being responsive to the public's needs*

The specific objectives of this Information Technology Strategic Plan are to:

- Identify Citywide Technology Strategies
- Develop an Information Technology Master Plan, including citywide priorities for Major IT projects
- Define the associated Information Technology Environment and Standards

The plan identifies technology objectives required to accomplish mission-related Key Result Areas (KRA's). Action plans for each objective identify milestones to be achieved over the next five years.

Analysis of Business Factors

SWOTT - Strengths, Weaknesses, Opportunities, Threats and Trends

The purpose of SWOTT analysis is to isolate key issues and to facilitate a strategic approach. SWOTT provides a framework for identifying the critical issues that need to be addressed.

Summary of Strategic Issues (see Appendices A and B for details)

This data was compiled from two sources. The Information Services Division (ISD) conducted focus groups in May 2000 and the Quality and Organizational Development Office conducted focus groups in January 2001 in preparation for the City's Strategic Planning Process.

The chart below summarizes the strategic issues derived from the SWOTT analyses:

IT infrastructure ▪ Citywide Infrastructure Master Plan ▪ Effective Management of This Process	E-government ▪ Roadmap ▪ Changing Business Processes In Response To 24 X 7 World ▪ E-Government Culture And Skills Needed ▪ Accessibility ▪ Integration ▪ Partnership ▪ Legal ▪ Funding
Innovation ▪ Citywide Use of Innovation ▪ Financial/ Technical Support For Innovation	Partnerships ▪ Partnering ▪ Delivery Of Products And Services ▪ Performance Measurement And Benchmarking
IT integral to service delivery ▪ Citywide IT Delivery, Services, And Processes ▪ Citywide Standardization Of IT Hardware and Software	

Citywide Key Result Areas

To meet the City of Mesa Information Technology mission, efforts will be focused on the following key result areas (KRA's). These KRA's are in alignment with the strategic business issues that are most critical to the City and are a result of the SWOTT analysis and the City's strategic goals.

KRA 1– Deliver a citywide IT infrastructure that provides a secure, legal and trusted environment to connect with employees, citizens, the private sector, and other government agencies.

KRA 2 –Systematically encourage and reward innovation that supports delivery of core City services.

KRA 3 – Establish IT as a key component of delivering improved and more effective City services.

KRA 4 – To enhance customer service, the public will be able to access City services in the most effective manner, using technological innovation.

KRA 1 – Citywide IT Infrastructure

Deliver a citywide IT infrastructure that provides a secure, legal and trusted environment to connect with employees, citizens, the private sector, and other government agencies.

Vision of the Future:

The City designed, developed and implemented a technology infrastructure master plan through partnerships among City staff and external organizations.

Themes and Descriptors:

Citywide Infrastructure Master Plan

- Develop a technology infrastructure master plan that aligns with this Citywide IT strategic plan.
- Establish a process to implement the technology infrastructure master plan.
- Establish partnerships within the City and with other organizations.
- Continue standardization efforts.
- Use the Information Services Division to champion and document standards.
- Ensure the network is flexible, expandable, maintainable, and fully integrated using open standards.
- Maintain a stable, secure, and available network.
- Provide connectivity to both internal and external users.
- Establish contingency plans to reduce and avoid outages.

Effective Management Of This Process

- Use the appropriate IT forum to identify and enforce standards.
- Use the appropriate IT forum to provide a process for and monitor exceptions to standards.

Ensure compliance with legal mandates

- Apply appropriate filtering, as needed
- Accessibility to all users (ADA)
- Licensing compliance

KRA 1 – Citywide IT Infrastructure

MAJOR OBJECTIVES AND DELIVERABLES:

OBJECTIVE #1: Develop a technology infrastructure roadmap that aligns with the Citywide IT Strategy and Master Plan.

Deliverables:

a. *A technology infrastructure roadmap has been approved by 12/31/03.*

OBJECTIVE #2: Implement and manage the technology infrastructure *roadmap* and coordinate partnerships with other agencies.

Deliverables:

a. The technology infrastructure roadmap and corresponding processes are reviewed annually by 10/31/04. **[NEW]**

b. A technology infrastructure roadmap and corresponding processes have been implemented by 6/30/08.

OBJECTIVE #3: Develop an IT Application Services Roadmap that aligns with the Citywide IT Strategy and Master Plan and the technology infrastructure roadmap. **[NEW]**

Deliverables:

a. *An IT application services roadmap, including strategies and application standards, has been drafted by 04/30/05.*

b. *An IT application services roadmap has been approved 6/30/05.*

[Note: Document what is included in an IT Application Roadmap, such as]

- Evaluate and plan migration of mainframe OS/390 applications to other platforms.
- Overall plan for Citywide needs and line of business specifics
- Define application architecture
- Define desktop concept to make InsideMesa part of work process.
- Align with portfolio

OBJECTIVE #4: Implement and manage the IT Application Services Roadmap and coordinate partnerships with other agencies as applicable. **[NEW]**

Deliverables:

a. *The IT application services roadmap and corresponding processes are reviewed annually by 10/30/06.*

b. *An IT application services roadmap and corresponding processes have been implemented by 6/30/08.*

OBJECTIVE #5: Develop a proactive IT security program to ensure the safety of physical and information IT assets. Ensure City decision makers understand the risks and potential consequences. **[NEW]**

Deliverables:

a. *A proactive IT security program has been developed by 12/31/04.*

b. *A process for ensuring City decision makers understand risks and potential consequences has been developed by 06/30/04.*

OBJECTIVE #6: Implement a proactive IT security program to ensure the safety of physical and information IT assets. Ensure City decision makers understand the risks and potential consequences. **[NEW]**

Deliverables:

a. *A proactive IT security program has been implemented by 12/31/05.*
b. *A process for ensuring City decision makers understand risks and potential consequences has been implemented by 06/30/05.*

OBJECTIVE #7: Develop business continuity plans for appropriate IT services in case of disaster. These plans include homeland security and disaster recovery. The plans will be in alignment with the risks and potential consequences accepted by City decision makers. **[NEW]**

Deliverables:

a. *Business continuity plans for appropriate IT services in case of disaster, have been implemented by 06/30/05.*
b. *A regular testing schedule for the Business continuity plans has been implemented by 06/30/06.*

KRA 2 – Encourage and Reward Innovation

The City of Mesa will systematically encourage and reward innovation that supports delivery of core City services.

Vision of the Future:

The City is aware of emerging technologies and their potential business uses in meeting City strategic objectives. Technologies are evaluated and selected for implementation from a business need and citywide perspective. The City selects technologies that are aligned with the City strategic direction, allowing for innovation within a defined level of risk.

Themes and Descriptors:

Citywide Use of Innovation

- Support Research and Development of IT innovation.
- The level of risk is clearly defined.
- Implement and use a consistent and effective decision-making processes to determine which technologies to implement
- Establish forums to discuss and determine innovative approaches to address City business needs.

Financial/ Technical Support For Innovation

- Establish a recognition system for technological innovations.
- Provide a separate funding source for innovative technology research and development.
- Establish testing platforms to evaluate technologies.
- Use ISD to provide consulting services for future technologies.

KRA 2 – Encourage and Reward Innovation

MAJOR OBJECTIVES AND DELIVERABLES:

OBJECTIVE #1: Research creative solutions to promote and encourage innovative uses and funding of information technology.

Deliverables:

a. *A benchmarking report of other organizations has been completed by 12/31/03.*
b. *A report on alternative funding opportunities for innovation has been completed by 12/31/03.*

OBJECTIVE #2: Establish a system, including funding, to encourage technology research and development.

Deliverables:

a. *A system has been drafted by 3/31/04.*
b. *A system has been approved 6/30/04.*
c. *A system and corresponding processes have been implemented by 10/30/04.*
d. *The effectiveness of the system and processes are being measured by 4/30/05.*

KRA 3 – IT is Key Component of Delivering City Services

Establish IT as a key component of delivering improved and more effective City services.

Vision of the Future:

A City of Mesa IT Strategic Plan, with corresponding tactical and operational plans, is developed, accepted and followed by all employees. The IT value is measured on how it contributes to the City's strategic objectives. In addition, the City:

- Ensures the effective technical and fiscal management of IT operations, resources, projects and contracts.
- Develops and retains skilled staff that are technically competent in current and emerging information technology.
- Develops and retains skilled staff that understands the City's business needs and willingly employs state-of-the-art technologies to maximize the benefits for City services.

Themes and Descriptors:

Citywide IT Roles And Responsibilities

- The IT Council, in partnership with ISD, develops the Citywide IT Strategic Plan.
- ISD supplies the Quality Management Steering Team with IT-related technical alternatives for strategic decisions.
- The IT Council coordinates IT initiatives Citywide including high-level assessment of IT resources.
- The objectives are to be established for each IT initiative and outcomes are measured and evaluated by City staff of the service area.

Citywide IT Delivery, Services and Processes

- Deliver consistent IT Service.
- Establish flexible funding mechanisms for IT-related initiatives, such as quarterly funding of strategic projects.
- Plan for and request funds to replace systems and equipment before life-cycle end. Address project and infrastructure requirements through a multi-year planning and funding strategy.
- Review on-going systems for cost effectiveness
- Improve the IT Project Prioritization Process, based on City strategies.
- Business processes are re-engineered, as appropriate, as part of the automation process.

Citywide Standardization of IT Assets (Hardware and Software)

- Establish a common infrastructure platform.
- Capture data once to avoid cost, duplication of effort, the potential for error and misinterpretation. Share the data among City staff whenever possible.
- Document the intent and use of data.
- Reuse existing IT hardware and software, when cost effective, to perform a new function, rather than buying or building a new one.
- Seek to buy rather than build when new IT hardware and software are needed.
- Acquire or build new IT assets with the greater good of the City in mind, knowing that these may be used elsewhere in the City.

KRA 3 – IT is Key Component of Delivering City Services

MAJOR OBJECTIVES AND DELIVERABLES:

OBJECTIVE #2: Establish a process for prioritizing and allocating human resources for development and implementation of IT initiatives (existing and proposed).

Deliverables:

a. *Reassess the current Project Prioritization Process and improve as needed, including the creation of a reassessment component as an ongoing part of the Project Prioritization Process by 9/30/03.* **[NEW]**

OBJECTIVE #4: Rename the IS Director position to Chief Information Officer (CIO) and include CIO as a member of QMST.

Deliverables:

a. *A research report on the role of the CIO in an organization's decision-making process has been completed by 1/7/02. <<tabled by QMST - 3/8/02>>*
b. *QMST has determined whether or not to include CIO as a member of QMST by 3/8/02. <<tabled by QMST - 3/8/02>>*

OBJECTIVE #5: Effectively manage IT assets.

Deliverables:

a. *Processes to establish and manage technology standards have been revised, documented, implemented, and measured by 12/31/04.*
b. *Strategies and processes to manage license compliance (auto discovery, enterprise agreements, tracking system, etc.) have been developed and implemented by 6/30/05.*

OBJECTIVE #6: Attract, develop and retain technical IT staff that are able to implement the City's IT strategies based upon city priorities.

Deliverables:

a. *A Citywide IT Skill-set inventory has been completed, including the as-is and desired skill sets by 8/31/06.*
b. *A process to ensure the City has the needed IT skill sets has been developed by 12/31/06.*
c. *A process to ensure the City has the needed IT skill sets has been approved by 3/31/07.*
d. *A process to ensure the City has the needed IT skill sets has been implemented and is being measured by 3/31/08.*

OBJECTIVE #7: Provide effective and timely IT service delivery, as defined by IT Council.

Deliverables:

a. *The roles of ISD and Departments in providing "IT Value" have implemented by 1/31/05.*
b. *Expected service levels have been identified by 11/30/05.*
c. *Service level agreements (format to be determined) have been established by 11/30/05.*
d. *IT Services are being measured to ensure they are provided in accordance with service level agreements by 1/31/06.*

OBJECTIVE #8: Establish a process for allocating funding for development and implementation of IT initiatives (existing and proposed).

Deliverables:

a. *An IT funding model (including processes for implementation at the City of Mesa) has been developed by 3/31/04.*
b. *The IT funding model has been approved and the appropriate management policy has been updated by 6/30/04.*

OBJECTIVE #9: Implement a Citywide IT strategic plan that addresses the following:

- Technology standards that promote citywide communications compatibility and data sharing, and eliminate duplicate data entry and storage
- Strategies to maximize the IT investment through selection of solutions from a citywide perspective
- A common infrastructure platform for all City of Mesa IT systems
- A 1-5 year master plan of IT initiatives – 2 years detailed projects and 3 years vision.

Deliverables:

a. *Establish an estimated cost by year for the* master plan of IT initiatives identified in the Citywide IT Strategic Plan by 10/31/04. **[NEW]**
b. *An IT Strategic Plan and corresponding processes have been implemented by 6/30/08.*

KRA 4 – E-Government

To enhance customer service, the public will be able to access City services in the most effective manner, using technological innovation.

Vision of the Future:

The City of Mesa is a flexible, seamless, and responsive e-government for the public and employees.

Themes and Descriptors:

Roadmap

- Develop a strategic and tactical E-government roadmap.
- Include in this roadmap an assessment of what services the public and employees seek to access electronically and in what order these services should be introduced.

Changing Business Processes In Response To 24 X 7 World

- Change internal business processes to meet the electronic delivery (automation of the workflow) of City services.
- Deliver appropriate City services 24 hours per day x 7 days per week x 365 days per year, rather than traditional business hours.
- Meet the public and employee expectations for timely service as 24-hour access is made available. (*In other words, not only will immediate response to a 3 a.m. inquiry be expected, shorter lag times for resolution to the inquiry will also be expected.)*

E-Government Culture And Accessibility

- Adopt a new, faster-paced City culture for communicating and delivering e-government service.
- Educate public on use of these services.

Integration

- Provide information and services in a way that makes sense to the public, rather than by system or Department.
- Continue to deliver services in multiple ways (in person, on the phone, over the net).

Partnership

- Deliver seamless e-government services from the public's viewpoint, without constraints of Departmental boundaries.
- Plan and coordinate with other agencies to implement seamless government services.

Legal

- Address the e-government legal issues, including digital signatures, privacy policies, public access to records, data sharing liabilities, and public records retention.
- Address City e-government issues, such as contractual agreements, and potential City charter changes, particularly in regards to procurement.

Funding

- Request funding for significant start-up costs.
- Request funding for the long-term, ongoing investment needed for E-government.

KRA 4 – E-Government

MAJOR OBJECTIVES AND DELIVERABLES:

OBJECTIVE #2: Implement an e-government roadmap that aligns with the Citywide IT Strategy and Master Plan.

Deliverables:

a. *An e-government roadmap and corresponding processes have been implemented by 6/30/08.*

Monitoring Procedures

IT Council will annually direct the development of a progress report that evaluates the achievements to the action plans based on the objectives. The clear, concise report will address the progress, short-term changes, and any other issues and will make recommendations and updates to the action plans.

Evaluation Procedures

The IT Council will compare actual progress to the IT objectives and identify where gaps exist. Where gaps exist, the IT Council will determine if the scheduled objectives are still important to the City. The IT Council will reallocate resources as needed. If no significant gaps exist, then new standards will be established to better reflect the needs of the City.

Information Technology Master Plan

Overview:

This section of the Plan identifies the City of Mesa's Major IT projects planned for the next five years, as well as the current fiscal year. IT Council members took a high-level look at Major IT projects submitted by City departments and teams. Based on citywide needs, projects were put in priority order for the first two years, and projects were grouped by fiscal year for the remaining three years. The most compelling result of this process is the conclusion that the City does not have adequate resources, in terms of IT personnel and dollars, to meet the volume of technology projects envisioned to support improvements to City services.

Major IT Projects have one or more of the following characteristics:

- City Council action and/or a blanket PO authorization increase will be required (does not include maintenance contracts and renewals)
- Total IT staff or IT contractor hours required to complete the project exceed 300 hours (actual work hours, not duration)
- A technology type that has not been previously used at the City and/or does not meet established standards would be used.
- More than one Department will likely request the target technology or application.

The project prioritization process includes the following components:

- **Select -** The IT Council selects and sequences the major IT projects, carefully considering each project's benefits, return, cost, and risk. New projects can be initiated on a quarterly basis. (See Appendix C for details on this process.)

- **Manage -** The IT Council performs high-level quarterly reviews to ensure that the City's IT Master Plan remains healthy and is performing as expected to meet the City's strategic objectives and goals.

- **Evaluate -** Upon project completion, the IT Council reviews a post-implementation summary on each project to assess and improve the performance of the City's IT investments, future projects, and to improve the selection and management processes.

Through this process, the IT Master Plan is adjusted and updated regularly, as organizational needs, budget, and resource availability dictate that projects be added, rescheduled, or removed. The IT Master Plan also gives guidance and direction in budget preparation.

Findings:

Requests for IT projects and services exceed the City of Mesa's ability to deliver. This is evident through the lack of human resources and budget funds.

Based upon the demand for service, the City's Information Services Division does not have sufficient staff to work the planned projects. IT Council and ISD will continue to evaluate how to most effectively resource the City's needs.

Budget availability is a limiting factor to maintain current services and fund new information technology initiatives. Budget adjustments will be needed to:

- Provide funding for the highest priority projects scheduled in the IT Master Plan for FY 03-04. Additional funds for IT projects could offset the ISD staff shortage by allowing the City to hire contractors for some portions of project work.

- Ensure additional funds are identified to accommodate the yearly increases to vendor support, as well as the escalating costs for new products.

An objective is identified in this Plan to review IT funding models and human resource planning, and to determine if changes could be made to mitigate these factors in future fiscal years.

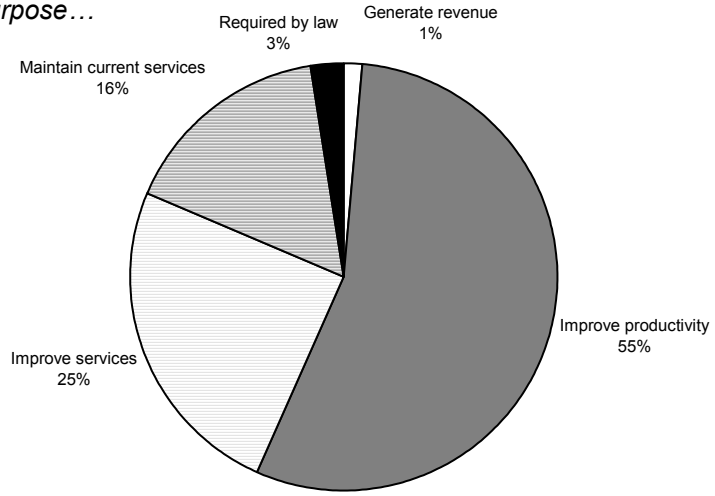
In addition, the IT Council plans to update the IT Master Plan with projected costs. These projected costs will be determined as part of the preliminary feasibility studies conducted during the project prioritization process.

Citywide Priorities for Major IT Projects for the Next Five Years:

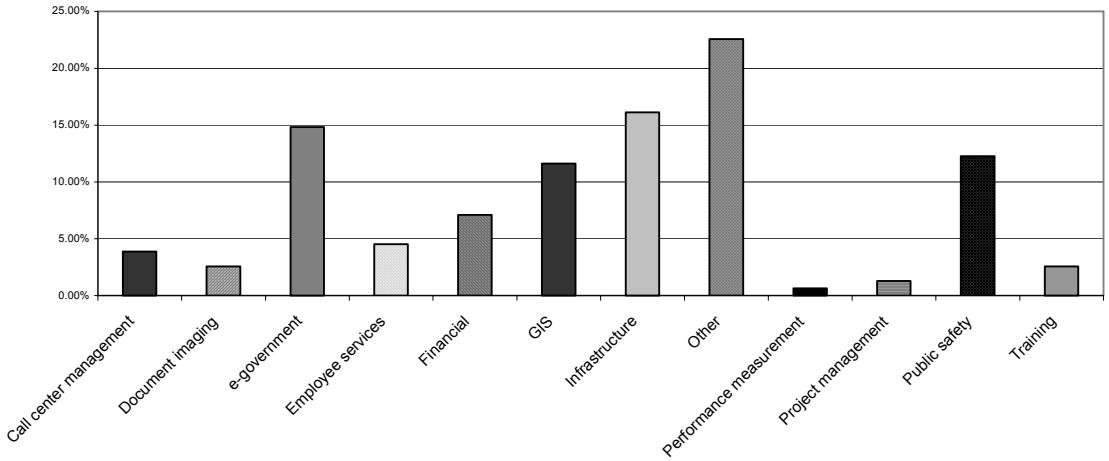
The IT Master Plan includes 153 projects over a five-year period. Appendix D provides a detailed report of the projects by fiscal year. Projects are listed by priority for the first two years (FY 03-04 and FY 04-05).

Approximately 73% of the major IT projects provide either a citywide or multi-department benefit. The projects are also categorized in multiple ways to assess the City's distribution of projects based on purpose and theme. Two summary views are shown below.

By Project Purpose…



By Project Theme…



IT Environment & Standards

Purpose and Approach

This section of the Plan identifies the City of Mesa's information technology standards and environment. It includes:

- Computer Platform
- Software Applications
- Network
- Data

Computer Platform
(Excludes Network)

Definition:

The Computer Platform includes Hardware, System Software and Databases.

Computer Platform Strategies:

Standardization -

- Computer Platforms are standardized, meaning that a specific type of technology is used throughout the City. Standardization provides a means to control costs, identify training needs, reduce support time, maximize system availability, and provide technical support to all employees.

- Information technologies have been analyzed, and a set of standard products selected. Applications must use the established standards, unless justification is made to show that business needs cannot be met using these standards.

Procurement – Hardware, System Software and Databases are centrally procured to achieve economies of scale, consistent hardware platforms throughout the City, and licensing compliance.

Desktop Personal Computers (PCs), Workstations and Peripherals:

Desktop Standardization - Most PCs share files, information, and peripherals via the City's network.

PC Cycle Replacement – The timely replacement of PCs facilitates the rapid implementation of software applications. Industry publications state that the PC lifecycle is less than three years. The City's PCs are replaced in accordance with the three-year PC Cycle Replacement program and the IBM-compatible desktop configurations standards that are in place at the time.

Database – Microsoft Access, Microsoft SQL, and Oracle are the database software products used on ISD-supported PCs.

Servers:

Supported Servers – Most servers are centrally located to provide control, accessibility, and ease of maintenance. The City primarily supports two types of servers. The most widely used servers are Intel-based running the Microsoft Windows NT Server operating system (being replaced by Windows 2000). The City also supports the more robust RISC-based Sun Microsystems servers running the Solaris (UNIX) operating system.

Database – Intel servers use both the Oracle and Microsoft SQL database products. The Sun Microsystems servers use the Oracle database products.

Mainframe:

Supported Mainframe – The City supports an Amdahl mainframe running the IBM OS/390 operating system.

Database – The mainframe uses both the IBM DB2 and IMS database products.

Business Recovery Services – Formal business recovery services and processes are in place to recover all mainframe systems and batch services to normal operations at an off-site location should a disaster destroy our current City facilities or operations.

Please see Appendix E for a list of the Computer Platform Standards.
Please see Appendix F for a comprehensive list of the Software Standards.

Software Applications

Definition:

Software Applications includes Application Standards and current Business Applications.

Software Application Strategies:

- **Comply with Standards -** The City has established standards for the Computer Platform, Software Applications, Web Services and Network. Business applications must use the established standards, unless justification is made to show that business needs cannot be met using these standards.

- **Acquire Business Applications (buy vs. build) -** Because custom-built applications are costly to build and maintain, the City purchases software applications whenever possible. The City pays maintenance fees to the software vendors to receive upgrades and support. In some cases, the City installs the vendor-provided changes.

- **Adapt business processes to applications (implement "vanilla") -** Because customizations are costly to build and maintain, the City integrates off-the-shelf software with minimal customization whenever practical. Minimal customization allows the City to more readily install vendor-provided upgrades. Business practices should adapt to the off-the-shelf software applications to avoid customization.

Preferred Computing Platform:

The most-widely available commercial applications are Unix or Windows-based. As such, the City favors business applications designed to run on these types of servers. The mainframe applications are custom built or highly customized commercial products. It is anticipated that the mainframe computer will be phased out when replacement applications are acquired.

Desktop Standard Software:

The City's desktop software is Microsoft-centric. Microsoft Office Professional Suite is used for word processing, spreadsheet, presentation software, and desktop database applications. Lotus Notes is used for e-mail and calendaring. Other standard software includes Adobe Acrobat Reader, programs for mainframe access, virus protection and Internet Explorer and Netscape.

Desktop Special Use Software:

Special use desktop software products meet specific business needs and are found throughout the City. These products are only installed when a special need has been documented.

Geographic Information System (GIS):

GIS technology is used to enable City business. Standard GIS software is used to store, retrieve and analyze information that relates to physical locations.

Voice-Related Applications:

Most city telephones are equipped with the Octel Voice Mail system. The City has limited installation of Edify Interactive Voice Response (IVR) applications and one Rolm Automatic Call Distribution (ACD) system.

Web-Based:

New applications use web browser-based technologies to deliver better service to the public through electronic access.

Please see Appendix F for a comprehensive list of Software Standards.
Please see Appendix G for a list of Current Software Applications.

Network

Definition:

A network connects a collection of computer hardware. A network can function by itself or it can connect to other networks.

City Data Communications Network:

Size – The City's Data Communications Network (referred to as the Network) provides citywide access to information technology resources. The Network connects approximately 5,000 computer devices in over 113 locations.

Standardization - The City has adopted selected communications industry standards and compliance with these adopted standards is required for any device or system to be connected to the Network. These standards have stabilized the network and improved up time. This also enables products from multiple vendors to effectively communicate with each other.

Connectivity - The buildings in the downtown campus are connected using fiber optics. Remote campuses are connected using microwave and leased lines. Remote access to the Network resources is available via dial-up or over the Internet. The City also has inter-government connections to Apache Junction Fire District, City of Phoenix, Town of Gilbert, and the Arizona Department of Public Safety using microwave, leased lines, or dial-up.

Voice Network:

The City's voice network is provided via leased lines from Qwest Centrex and City-owned lines.

Wireless Public Safety Network:

Voice Network - The City operates several separate voice radio systems that support Police and Fire Departments' operations. Equipment for these systems are located at over 25 sites throughout the City linked together by microwave or leased lines. These systems are being replaced by a digital, 800 mhz trunked radio system that will allow for increased system capacity and functionality, and for interoperability between various City and non-City agencies.

Data Network - The City operates a wireless data system that ties the Police and Fire Departments' response vehicles to the City's Computer-Aided Dispatch system, as well as access to various databases maintained by the State of Arizona and the Federal Bureau of Investigation. This system includes Mobile Computer Terminals in the vehicles, with transmitting equipment located at multiple sites in the City.

Wireless General City Voice Network:

The City operates multiple conventional analog radio systems to support 2,000 radios for the City. This system consists of several transmitter sites.

Video-Conferencing Network:

City Court System – This system, which works on a dial-up network, is used at the City Court for arraignment of detainees located at the Sheriff's facility.

Regional System – This system, located in the City Attorney's Conference Room, is part of a Regional Video-Conferencing System implemented by the Maricopa Association of Governments Telecommunications Advisory Group. The system works on a dial-up network and can also work over a Local Area Network.

Please see Appendix H for a component list of the Network Environment.
Please see Appendix I for a list of Network Service Locations.

Data

Definition:

Data is factual information that is used as the basis for reasoning, calculation or decision-making.

Storage:

The City's direction is to eliminate redundant data, so that data occurs in only one place. Since many applications today maintain their own collection of data, rather than sharing common data, it will take time to achieve this objective.

Backup:

The City makes a concerted effort to store backup copies of the City's data in safe locations. This allows the City to restore data in the event of a problem. All data is expected to have a specific backup plan and defined retention cycle. Data custodians are responsible for ensuring these steps are taken.

Standards:

Where applicable, the City adheres to recognized data standards to facilitate the sharing of data beyond the City's employees.

Security:

The City's security policies, standards, and services support the City's business strategy and ensure the City's assets are protected. This ensures the confidentiality, integrity and availability of data.

Employees are granted the access necessary to perform job functions and all access must be explicitly granted, as opposed to employees having complete access unless specific access is denied. Changes in access are reviewed when an employee's duties change.

Glossary and Acronyms

Availability: The amount of time a computer or its data is available for processing transactions.

Data Confidentiality: the protection of information from unauthorized access.

Data Integrity: the protection of information, applications, systems and networks from unintentional, unauthorized or accidental changes.

IT Forums: Information Technology forums provide opportunities for joint leadership of IT initiatives between ISD and City staff. A forum may address a specific IT-related issue (strategies, technical direction, projects, resource allocation, budget, policies, etc.), however the scope must be narrow enough to be productive. The Information Technology Council provides the high-level policy and direction needed for all other forums to operate efficiently.

LAN: A local area network (LAN) is a group of computers and associated devices that share a common communications line and typically share the resources of a single processor or server within a small geographic area (for example, within an office building). Usually, the server has applications and data storage that are shared in common by multiple computer users. A local area network may serve as few as two or three users (for example, in a home network) or thousands of users (for example, throughout the City of Mesa network).

MAN: A metropolitan area network (MAN) is a network that interconnects users and networks in a city into a single larger network.

WAN: A wide area network (WAN) is a geographically dispersed telecommunications network.

Web Access: Provide the ability for the public and employees to access information and system functions from the Internet/Intranet.

Appendices

Appendix A	-	Results of SWOTT Exercise, Citywide Input-January 2001
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Appendix A

Results of SWOTT Exercise Citywide Input - January 2001

The information below details some of the critical issues identified by City of Mesa staff during the development of the City of Mesa's Organizational Plan.

Innovation

- Actively encourage individual City departments and work groups to systematically search for technology improvement… don't let the process be catch-as-catch-can.
- Apply proven technology as soon as it is cost effective to do so.
- Implementation of technological innovations will bring new ways of doing the City's business.
- Departments will search for increased and improved technology applications to support change and growth.
- Create a Citywide methodology to coordinate technology research and development.

Integration/ Data Sharing

- Develop a common information technology base to integrate all department applications.
- Eliminate duplication of technology efforts and multiple data entry.

E-Government

- The public expects the City to offer e-services similar to what they can obtain from the private sector.

Resource Issues

- There will be a possible labor shortage and increased competition in the labor market. This labor shortage would be especially keen in selected high-tech occupations.
- Fund technology.

Business needs drive technology

- A continuing need for appropriate technology to support the work.

No comprehensive or integrated broadband network infrastructure.

Train people to use these new technologies.

Appendix B

Results of SWOTT Exercise ISD Focus Groups - May 2000

The information below includes the May 2000 SWOTT analysis from employee focus groups conducted by the Information Services Division (ISD) to benchmark progress in achieving strategic objectives. Gartner Group and Meta Group were primary sources for the information technology trends identified, and have been provided as reference materials for the IT Council. These organizations are industry-recognized Information Technology experts.

INTERNAL FACTORS

STRENGTHS

Successful Project Model
- Y2K, Get Connected, and related projects are models for future projects.
- Adequate funding, good communication, teamwork, and commitment were seen as primary contributors.

Desktop and Infrastructure Standardization
- Desktop and infrastructure standards established during Get Connected were positively noted.
- A significant reduction in both Network and Notes outages was applauded.
- City staff noted the good service and quick turnaround they now experience when requesting standard hardware and software.

Improved ISD Environment
- Numerous improvements, such as increased teamwork and participation, employee recognition, and physical working conditions were praised.

Electronic Software Distribution
- Electronic Software Distribution enables ISD to implement desktop software changes over the network. This new process greatly improved the City's ability to distribute new software and to contain viruses.

Customer Participation
- City staff appreciate the increased involvement in IT decisions, including Project Prioritization, Cost Allocation, Service Level Agreements, and Customer Feedback.

Project Prioritization
- The IT project priorities established through the Project Prioritization program improved the productivity of ISD staff.

WEAKNESSES

Citywide IT Direction Needed

- ISD should seek more Citywide IT direction from City Management and Council.

Slow to Adopt New Technologies

- The City, distinguished by its conservative culture, is a conservative adopter of IT and innovation, often characterized by caution and late adoption.
- ISD should lead the drive for improved technology, innovation, and risk-taking.

Increase Awareness of Emerging Technologies

- City staff would like education on technology futures and to match available technology to business needs in their areas.

Participative Decision-Making Needed

- IT decision-making is primarily handled by the City Manager with input from ISD, Department Managers, and recently, IT forums, such as the IT Council, E-Mesa and the GIS Steering Team.
- Budget is the main control mechanism, such that whoever has the funding for the IT initiative typically makes the decisions.
- City staff desire more involvement in IT decision-making and seek a partnership relationship with ISD.

Limited IT Resources

- In the past, ISD was the "required by policy" provider of IT services. This policy has not been enforced.
- Departments frequently identify funds within their own budgets to move forward with IT initiatives, leaving questions as to how these efforts would or could be coordinated with the IT infrastructure.
- Feedback indicates concerns about ISD's level of influence and control.
- Some City Departments have implemented IT support groups to assume some of the Department-related IT workload.
- Other Departments prefer that ISD be staffed appropriately to handle their full range of needs.
- Private-sector salaries and benefit packages create challenges in recruiting and retaining staff with skill-sets that are in high-demand.

More Knowledge About City's Business Processes

- City Staff are concerned that ISD staff members do not have adequate knowledge of the City's business operations.

Flexible Budget Process Needed

- The City's current budget process restricts the implementation of new strategies and technology changes. A less-detailed "pooled approach" is needed to facilitate quicker response to the changing needs of the City, as aligned with the City's Strategic Plan.

Limited Remote Access

- More access to <u>all</u> City systems from home and travel locations is desired.

Automating Poor Business Processes

- Process improvements should be done before automating.

Funding Not Allocated Based Upon Citywide Priorities

- In the past, IT projects were funded only within ISD's budget.
- Today, IT projects may be funded in either ISD's budget or in the budgets of other City Departments.
- IT budget responsibility is unclear.
- The City does not track the "total IT expenditure" and does not pool IT funds so they can be distributed to the highest priority projects.

IT Measurement and Benchmarking Needed

- There is no formal program/criterion to measure or benchmark the City's overall IT performance.
- ISD, who is currently the primary provider of IT services, also lacks a formal measurement program. Therefore, the perception of ISD is based on whether or not a given Department was able to garner ISD's support for its latest Departmental initiative.
- ISD is continually pulled in multiple directions, because measurements are not based on a Citywide view.
- Measurements and shared accountability are desired for Service Level Agreements that have been developed between ISD and other City Departments.
- Because cost/benefit or return on investment (ROI) analysis is not always done, Project Prioritization participants have difficulty establishing project priorities that will provide the best overall return on investment for the City.

Consistent Quality of Product and Service Delivery

- Quality control and consistency should be built into IT products and service delivery.

Balance Standardization with Unique Needs

- The need to be compatible with the rest of the City is sometimes seen as an inhibitor to the rapid implementation of technology.

Lengthy Acquisition Processes

- The City's procurement requirements make acquisition of most IT assets take longer than desired.

EXTERNAL FACTORS

OPPORTUNITIES

Participative Decision-Making

- City staff desire for more involvement in IT decision making. With the City's plan to empower decision-making at the appropriate levels, the time seems right for a new IT Decision-Making model.

Citywide Involvement on Major Systems

- Economies of scale can be gained by purchasing/maintaining one system vs. many systems. Organizations using best practices insure that all IT assets (hardware, applications, data, etc.) can be shared, as appropriate.

Productivity Improvements

- The City can continue to evaluate, implement, and measure technology to improve productivity.
- Implement innovative training methods to enhance productivity and support re-engineering of business processes.

THREATS

Retain Qualified IT Professionals

- The demand, supply, recruitment and retention of IT professionals, not just for the City of Mesa but worldwide, is the greatest threat and challenge to Information Technology organizations. Government and IT industry predictions show that this trend will continue at least through 2003. For every 10 full-time hires required, only 7.5 IT professionals will be available. In addition, the turnover cost for one IT position is estimated to be a $100,000.

Continuously Changing Technologies

- Adequate training for IT and other City staff, as well as assimilating changes into City business functions, make it difficult to keep up with rapid technologies changes.

TRENDS

Change of internal IT providers to run more "like a business within the business"

- When IT acts like a business within the business, it becomes a partner with the business Departments. The Departments are now able to make the best decisions for IT use. This change can help the organization maximize its IT investments.

Performance Measurement and Benchmarking

- IT experts state that performance measurement is critical when making decisions about where to invest more resources – people and dollars. IT and quality experts recommend benchmarking IT services with other organizations – both to other industry-related organizations (i.e. government) and to outsourcing vendors.

Improved Governance Models

- Organizations are changing the way IT decisions are made and supported. This process is known as "IT Governance". A best practice is to review this from an enterprise perspective, make appropriate changes, and document the new process with appropriate policies.
- An IT Governance process answers the following questions:
    - How are IT decisions made and who makes them?
    - How are strategies, directions, and standards determined?
    - How is enforcement handled?
    - What are the consequences for deviating from agreed upon policies?
- Once an IT Governance process is established, IT decision-making can take place in a routine, on-going method, eliminating the "fire drill" process every time an IT decision is required. A good IT Governance process will push decision making to the appropriate location and level in the organization.

Determining an Overall Technology Strategy

- Leading IT Research companies categorize organizations based upon their strategic use of technology. The categories are:
  - Enterprises view technology as a strategic part of their plans and are leading-edge adopters of IT. New technologies are readily tried out in an attempt to gain knowledge for future use.
  - Enterprises adopt technologies once they have proven useful. Selections are made as a result of strategic planning and the experience of others.
  - Enterprises tend to be conservative adopters of IT and innovation, and are often characterized by caution and late adoption. Technologies are only adopted when necessary and must be justified. These enterprises have an IT strategy that is purely efficiency-focused.
- Determining an organization's overall technology strategy will help shape many decisions, such as: project prioritization, adopting new technologies, and funding for technology initiatives.

Organization Funding Model

- Researchers are finding it critical that the IT assets be in "fluid" alignment with the organization's needs and actively managed from an investment perspective – risk, yield benefits, etc. The concept of an annual IT budget must be "rethought".
- An improved IT funding model that is seen as a best practice includes:
  - Fluid IT budget that considers all projects to be business projects.
  - Treat every quarter as a year.
  - Reformat the IT budget: fund the true baseline maintenance, and fund everything else based on merit/business value on a quarterly basis.
  - Manage the whole portfolio – old and new – from a value viewpoint.

E-Government

- E-government can provide the public with more convenient access to government information and services, to improve the speed of delivering the services, and to provide greater opportunities to participate in government.
- The private sector provides many examples of significant cost savings from migrating customers to web-based applications.
- Successful e-government has been referred to as government without walls, doors or clocks.
- The toughest part of providing public services online is not the technology, but the need to change business processes so that government can receive and supply digital information in an efficient manner.

Outsourcing

- An increasing number of enterprises throughout the world outsource some significant portion of their information technology (IT) services. The City of Mesa already uses outsourcing for certain services, such as PC Hardware maintenance and Document Retention.
- Experts see a movement from straight outsourcing—when a vendor does something for a buyer—to some type of gain sharing—when the vendor partners with a client. For example, a vendor would develop a system without investment from the client and share in the profits derived from this system.

Appendix C

Project Prioritization Process

Overview:
The project prioritization process involves:

Selecting an IT portfolio (project priorities) of on-going and new IT efforts via:
- Annual process for budget preparation
- Quarterly updates to insert new IT needs, on an exception basis

Managing the IT portfolio (project priorities) via:
- Quarterly review of overall portfolio (project priorities) performance
- Monitoring the health of major IT projects

Evaluating the outcome of IT projects via:
- Pre-implementation definition of outcomes and deliverables
- Post implementation measurement

Overview of the Select Process:

Within ISD:
- Prepare recommended "personal services allocations," based on historical analysis
- Collaborate with the Departments to identify the historical vs. needed ISD personal services. The recommendation will include the types of activities that are included in each allocation.
    - Construction Projects
    - Maintenance and Operations
    - Routine Projects
    - Minor Projects for Applications
    - Minor Projects for Infrastructure
    - ISD Process Improvement Projects
    - Preliminary Feasibility Studies

  Note: *ISD will consider and note the use of Department or Dedicated IT resources when developing these estimates.*

Within the Division/Department or Forum, with the assistance of an IT Liaison:
- Seek agreement on business need
- Determine if the City already owns a system that could meet the need
- Determine project type: Feasibility, Major, Minor Application, Minor Infrastructure, or Routine. If a Minor Application Project, forward to Departmental Process.
- Involve other potential system owners and users
- Select Project Sponsor
- Prepare a 1-2 page Project Initiation Document
- Obtain assistance from Technology Forum(s), if appropriate
- Obtain Division Director or Department Manager Sign-off
- Forward Project Initiation Document to IT Council

At the IT Council level:

- Review the historical vs. needed resources and finalize ISD personal services allocations.
- Identify the criteria for ranking major projects, the weight or priority of the criteria, and communicate this information to the Departments prior to the process.
- Score and rank submitted IT requests based on Project Initiation documents, using pre-established criteria.
- Using information from ISD, assess IT resources available vs. ranked priority. Refine IT project priorities through discussion and evaluation.
- Distribute draft IT portfolio (project priorities) to Project Sponsors for input.
- Consider additional input from Project Sponsors.
- Finalize IT portfolio (project priorities).

For requests in the project priorities, the Project Sponsor and ISD will:

- Select project leader.
- Develop detailed project plans and schedules.
- Adjust assignments based on detailed plans. *(note: IT resources with "skill sets" critical to certain projects or applications can be used by other projects in a non-critical role)*
- Recommend changes in the IT project priorities, if needed, due to resource constraints.

Role of Technology Forums in IT Project Selection Process:

- Forums may initiate projects and petition the appropriate Division/Department to sponsor the project through the Selection Process.
- Forums may sponsor projects of a citywide nature for which they have a Forum member who can fill the Project Sponsor responsibilities.
- Forums will provide assistance to Project Sponsors in developing their Project Initiation Documents, helping with such things as clarifying business need, Return on Investment, Technology direction, etc.
- Forums will establish ranking criteria, such as:
    - IT Environment and Standards
    - Strategy to have appropriate sequence of infrastructure development and business application projects

Appendix D

Citywide Priorities for Major IT Projects for Next Five Years

FY 03-04 and FY 04-05 are listed by priority. Projects for FY05-06 through FY07-08 are not delineated by fiscal year.

FY03-04		
Priority	**Project Name**	**Description**
1	Annual 1099 submission & correction process	Provide electronic submissions and corrections for 1099's, per legal mandates. (Occurs yearly)
2	Secure IT: City Network Infrastructure Security	Enhance the City's network infrastructure security posture, enabling secure and trusted access to city data and applications. This supports the Office of Homeland Security directive to government agencies to review their critical infrastructure to ensure vulnerabilities are addressed.
3	Customer Information System (CIS)	Implement systems and processes to support utility deregulation in Arizona, addressing all aspects of the customer service process (e.g., contact, billing, marketing, credit services, meter reading, equipment inventory, service order). This will also allow customers to pay utility bills online.
4	New Telephone System	Replace the city's current telephone system, ensuring integration with the city's current Interactive Voice Response system (IVR), updating the city's Automatic Call Distribution system (ACD) and providing the capability to potentially integrate with e-mail, voice mail and other future technologies.
5	Gas Monitoring Stations	Incorporate all of the regulator station pressures into the SCADA system, enabling the City to monitor gas pressures at remote facilities to meet Arizona Corporation Commission regulatory requirements. (SCADA is the system that runs the processes for all Utilities – including gas, water, wastewater and electric.)
6	CAP Water Treatment Plant	Install the controls network and program the SCADA system for the CAPWTP Expansion project. This will enable the City to maintain process control program standards and consistency between facilities.
7	Southwest Water Reclamation Plant Expansion	Install the controls network and program the SCADA system for the SWRP Expansion project. This will enable the City to maintain process control program standards and consistency between facilities.
8	Case and Risk Management	Provide an automated solution to track and report claims and case information handled through the City Attorney's office.

FY03-04		
Priority	**Project Name**	**Description**
9	Building and Compliance System	Provide an information management system for Code Compliance & Building Safety functions that takes advantage of today's capabilities and to provide new or improved customer services. Anticipated benefits include improved information sharing and reporting, web-enabled interactions with the public, and the ability for field staff to access and update the system in real-time from the project site or incident location.
10	Maintain Services (including PC Cycle Replacement which is on hold)	Implement appropriate infrastructure technologies needed to maintain service levels for citywide computing needs.
11	Revenue & Expenditure Forecasting	Allow personnel to review historical information to forecast future revenues and expenditures, enabling city managers to develop appropriate expenditure and revenue plans to meet the future levels of service.
12	ARWS – Records Management and Report Writing	Implement a Records Management System (RMS), and providing an Automated Report Writing System (ARWS) module. This will provide the ability to collect incident and accident information in the field using the same portable computers in use by the Computer Aided Dispatch (CAD) system.
13	e-Recruit	Provide the ability to access personnel-related information and conduct transactions (i.e. apply for a job, etc.) via the Internet and Intranet.
14	GIS Data Repository (includes Electric Utility GIS Deployment)	*GIS Data Repository:* Create a centralized repository where GIS data can be stored, eliminating redundant and duplication of efforts by city staff maintaining the same information in different locations. *Electric Utility GIS Deployment:* Migrate data from existing ArcFM version to the vendor-supported version, enabling the tracking and maintenance of electric utilities.
15	Court Collection Agency	Provide a supporting solution to obtain payment on fines owed to the City Court through collection agencies that the Mesa Municipal Court has been unable to collect.
16	Skills-Based Scheduling	Implement an automated scheduling system within the Fire department to manage and coordinate 7 x 24 personnel coverage for emergency services based upon skills needed vs. available.
17	LIMS	Provide the Police Criminal Laboratory with an automated system to: (1) track chain of custody for evidence; (2) electronically document the results of tests performed on each piece of evidence; and (3) provide the ability to electronically distribute these results.
18	Mesa Arts Center (MAC) Marketing, Management and Operations	Provide a ticketing solution for the new Mesa Arts Center.
19	WebTrac - Parks & Recreation Internet	Provides the ability for participants in Mesa Parks and Recreation classes and activities to register and pay for these courses online in 2002.

FY03-04		
Priority	**Project Name**	**Description**
20	Victim Services	Update / correct the victim services database to ensure Victim Services can efficiently track and report required information to the appropriate agencies, outlining services provided to victims, the number and demographics of victims, advocate name, and other key information.
21	AVL Piggyback, Paging & CAD Upgrade	Upgrade the CAD hardware to ensure vendor support and required service levels (phase III of this project).
22	Court IVR	Provide an IVR system to allow City Court customers the ability to obtain court information, case status and conduct transactions (i.e. pay court fines, post bonds, etc.) via phone or the Internet.
23	ServiceCenter Replacement	Implement solution to enable automated tracking and reporting of information technology asset inventory.
24	Web Forms	Provide the ability to supply online forms to city employees and the public from the web, and process data electronically ("paperless") through routing and approval processes.
25	Take a Number: Queuing Management System	Implement a solution that manages and tracks City Court customer requests and wait time, ensuring they are directed to the appropriate customer service window (based upon their specific need) in a timely manner.
26	CMMS – Utilities	Implement an electronic database system for Utilities to use in the field to capture, store and access information regarding the specifications, status and condition of utilities assets.
27	Digital Recording Technology to Replace Court Equipment	Provide for the digital capture and storage of transcribed information (I.e. court proceedings)
28	911 Hardware Upgrade	Ensure service levels are maintained through upgrading the hardware that supports the Public Safety 911 system.
29	Emergency Response Database	Implement a comprehensive citywide emergency response database to ensure emergency and support personnel have immediate access to critical information as they respond and plan for emergency incidents in the community.
30	Utilities Dept. Compliance Lab - Laboratory Information Management System (LIMS)	Implement a system to electronically log, track and report analytical water quality results.
31	Automated Call Distribution - Citywide/ Court pilot	Implement a citywide computerized call center management system to enable city department call centers to keep up with increasing call volumes and improve responsiveness to inquiries. (Court pilot implementation)
32	Fire RMS	Implement a new records management system to maintain records of emergency services provided by the Mesa Fire Department. This will also reduce redundant data entry efforts through field-based reporting.
33	Reduce ISD O&M	Provide technology solutions that streamline operational functions that support the city's core computing services needs.

FY03-04		
Priority	**Project Name**	**Description**
34	Effective Communication - Feasibility study	Conduct a study to determine technology solutions that can be implemented to increase effective, timely communication with citizens, other organizations, and among employees. (Includes for instant messaging, web conferencing, enterprise network faxing, net meeting, video conferencing and unified messaging.)
35	SW Museum Collections - Phase II	Provide museum collections data and images (i.e. artifacts) over the Internet for patron access.
36	Mesa Art Center (MAC) Facilities Management	Provide a facilities management and resource scheduling solution for the new Mesa Arts Center.
37	Sulfide Station PLC project	Remotely monitor sulfide tanks levels and pump runs for alarm conditions due to pump failures, tank ruptures or facility intrusions.
38	iHistorian	Collect, archives and distribute Utilities process controls system data.
39	Expenditures Conversion to Online Entry	Automate manual financial processes to include online entry of data, to include Blanket Purchase Orders, Invoice Liquidations, Limited Purchase Orders, Manual Check Requests, Debit/Credit Memos, Journal Vouchers
40	E-Procurement System	Allow for purchasing processes (i.e. ordering, reviewing catalogs, and receiving/responding to bids) to be conducted via the web for city employees and the public.
41	Maintain Services (including PC Cycle Replacement)	Implement appropriate infrastructure technologies needed to maintain service levels for citywide computing needs. • Active Directory (no new $$ needed) • Server Consolidation & Backup (Baseline & BAR) • PC Cycle Replacement • Network Maintenance (Baseline & BAR) • SPAM Blocking (BAR)
42	Utility As-built process improvement	Develop the supporting processes and solutions to provide the most current GIS Utility information (i.e. as-builts) to city staff.
43	Forecast system expansion to 20 years	Provide the ability to forecast variables to determine the fiscal impact to the city.
44	Automatic Call Distribution - Citywide	Implement a citywide computerized call center management system to enable city department call centers to keep up with increasing call volumes and improve responsiveness to inquiries. (Court pilot implementation in year 1, citywide implementation years 2 through 5)
45	Document Imaging	Implement a document management solution that meets citywide needs for the electronic storage and retrieval of documents.
46	Reduce ISD O&M	Provide technology solutions that streamline operational functions that support the city's core computing services needs. • Contract Management (no new $$ needed) • Distributed platform management (BAR) • CAAR (no new $$ needed)

FY03-04		
Priority	**Project Name**	**Description**
47	GPS Data Repository	Provide the appropriate systems to collect and use GPS data related to City needs.
48	Fuel Management System-Replacement Implementation	Replace the aging EJ Ward Fuel Management system with more current technology.
49	Mesa Centennial Center Enhanced Online and Virtual tours	Provide, via the Internet, information about Mesa's Centennial Center, including a virtual tour of the facilities, the ability to view availability and reserve facilities.
50	Interactive Map Facility (Land Utility Interactive Maps)	Provide the supporting framework to enable interactive maps to be available over the Internet and Intranet. This allows both the public and city employees to access the information they need from a "point and click" map.
51	Internet downtown sites, assets, and services directory.	Provide, via the Internet, information on Mesa's downtown area, including transportation, maps, business location information, etc.
52	CIP Project Tracking / Water Division Capital Improvement Project Tracking	Provide a computerized citywide project tracking and reporting system for Capital Improvement projects.
53	Digital Recording Equipment - PD	Provide for the digital capture and storage of transcribed information such as court proceedings, officer interviews with suspects and victims, etc.
54	Community Notification System (i.e., Reverse 911)	Automatically notify select geographic areas via telephone of an event in their area and give emergency instructions.
55	Automate Recording of Fleet Labor Activity	Improve the automated tracking and reporting of Fleet Support labor, through wireless devices and more timely updates.
56	Alarm Program Software Replacement	Replace the current in-house developed software for management of the City's Alarm Program.
57	Network Faxing: Effective Communication	Enable document faxing from the desktop PC
58	e-government Video Streaming	Provide the enhanced ability to view live Channel 11 broadcasting via the Web site through establish a multicast streaming solution that would allow service internally and externally that is not restricted to a small number of users due to the current bandwidth issues.

FY04-05		
Priority	**Project Name**	**Description**
1	Annual 1099 submission & correction process	Provide electronic submissions and corrections for 1099's, per legal mandates. (Occurs yearly)
2	PeopleSoft Human Resource Management System	Maintain support of payroll tax updates that are legally required to provide employees with accurate paychecks.
3	Maintain Services	Implement appropriate infrastructure technologies needed to maintain service levels for citywide computing needs. • Application Server Consolidation (BAR) • PC Cycle Replacement (BAR) • Network Maintenance (Baseline) • Distributed Back-up & Recovery (BAR) • SPAM Blocking (Baseline) • Update Police ACJIS Connectivity (Baseline)

FY04-05		
Priority	**Project Name**	**Description**
4	Centralized Medical Support -	Provide for the delivery of an in-house medical support system as Fire personnel respond to emergency incidents.
5	EOC Information/Technology Package	Provide the Emergency Operations Center citywide team with the tools to coordinate local, regional and federal resources in the event of a disaster or significant event, utilizing enhanced mapping, videoconferencing and Intranet capabilities.
6	CopLink (implement results of feasibility study)	Implement the CopLink system, which provides the ability for agencies across Arizona to integrate law enforcement records and access, track and report criminal activity.
7	e- government Request for Service	Provide a single point of entry on the Internet for the public to request services (i.e. report a pothole or streetlight out, request action on safety issues, etc.).
8	Automatic Call Distribution - Citywide	Implement a citywide computerized call center management system to enable city department call centers to keep up with increasing call volumes and improve responsiveness to inquiries. (Court pilot implementation in year 1, citywide implementation years 2 through 5)
9	Distributed Backup and Recovery	Provide a disaster recovery solution for the city's distributed computing platform to ensure city services are not disrupted in the event of a disaster.
10	Document Imaging	Implement a document management solution that meets citywide needs for the electronic storage and retrieval of documents.
11	Reduce ISD O&M	Provide technology solutions that streamline operational functions that support the city's core computing services needs. (Distributed Platform Management – BAR)
12	Horizon/Sunrise Upgrade of Dynix system	Upgrade the city Library's Dynix system (used to manage library books, catalog and materials) to ensure service levels are maintained.
13	Land Utility Interactive Maps/ Interactive GIS Utility Maps	Develop the supporting processes and solutions to provide the most current GIS Land and Utility information to city staff. Provide on-line access via Internet/Intranet to GIS Utility Maps, for more timely updates and elimination of paper maps.
14	Citywide Aerial Photos	Provide up-to-date aerial photos of facilities and other features that have been built or are located on the land. This information is used for Transportation, Parks, Utilities and Public Safety decision-making and planning. (Occurs yearly)
15	Planning Interactive Maps/ Planning's Interactive zoning map, existing land use map, general Plan map, and case location (DR, PZ, Sub, BA, ZA, and annexation) locator map for external users (Internet) - includes Library GIS info for Patrons	Provide City Departments, citizens, businesses and visitors access to Planning's GIS information via the Internet.
16	Adding Construction Plans to Utility GIS Data Processing	Enter construction plan information into GIS database when the utility project is approved for construction and a notice to proceed is issued, rather than waiting for as-builts.

FY04-05		
Priority	**Project Name**	**Description**
17	CrimeView Expansion	Purchase and implement additional copies of CrimeView software.
18	Gas module for the Utility CMMS	Implement system to track assets and maintenance for gas utility.
19	Sewer Invert data collection project	Identify and implement standard processes to collect sewer invert data into the GIS sewer layer, for use in wastewater modeling.
20	Performance Management Software/ Collection System/ Activity-Based Cost Management (includes QO & D, Budget, etc.)	Provide a system to collect and report performance measurements, including links to processes for planning, budgeting, accounting, procurement, training, and process management
21	Field Order Dispatch Automation	Provide field personnel with wireless devices for real-time receiving and updating status of service orders, including routing information.
22	I/Mobil 7.6 Wireless Connectivity	Improve the reliability of transmission of CAD information to and from Police and Fire mobile units.
23	SCADA Network Server Replacement Project	Replace and/or upgrade servers running the Utilities SCADA system, as needed to keep up with current vendor support.
24	PeopleSoft "ePay"	Provide payroll information via Internet/Intranet, eliminating hardcopy check stubs, reports, etc.
25	3-1-1	Provide abbreviated dialing for citizens to either non-emergency police or citywide customer service(s).
26	Web Enable Fleet AnyWhere	Make Fleet information available to all City users via the Intranet.
27	Web enable (Automate) Parts Ordering	Implement a system to automate ordering of Fleet Support parts from vendors at re-order points.
28	Video Training & Communications System	Provide computer equipment and systems for a production studio to create Fire Department video training programs and live broadcasts.
29	Interactive Communications in Human Resources/ Personnel and Employee Benefits	Provide HR and benefits information to employees and applicants via fax and internet kiosks, for those who do not have easy access to home internet connection.
30	Computer Operated Gas Fire, Flame Generator and Flashover Chamber	Implement a gas system in the Public Safety Training Academy Burn Room that is computer controlled.
31	Effective Communications: Instant Messaging	Phased implementation of selected "real-time" communications tools, based on results of feasibility study.

FY05-06 through FY07-08	
Project Name	**Description**
Reduce ISD O&M - Distributed Platform Mgmt, Contract Mgmt, Resource Mgmt, Remote Access Monitoring, Mainframe Elimination, Simplify CAAR, Webified Desktop	Provide technology solutions that streamline operational functions that support the city's core computing services needs.
Maintain Services - Network, GIS, Minimize Intrusion and Loss, Remote Access Services, Desktop Services, distributed platform services, e-govt platform, mainframe services	Implement appropriate infrastructure technologies needed to maintain service levels for citywide computing needs.

FY05-06 through FY07-08	
Project Name	**Description**
Financial System - Functional Requirements Only (includes cost system update)	Document requirements needed to replace the city's current financial system to allow personnel to more efficiently track and analyze financial data to meet citywide needs and contemporary best practices.
Financial System - Phase II Implementation (includes Electronic Expenditures & Time/ Labor Module)	Replace the city's current financial system to allow personnel to more efficiently track and analyze financial data to meet citywide needs and contemporary best practices.
Mesa Centennial Center Online Services	Provide, via the Internet, information about Mesa's Centennial Center, including a virtual tour of the facilities, the ability to view availability and reserve facilities.
Sales Tax System Replacement	Replace the existing Sales Tax system with system that will require less maintenance and provide more functions.
Apparatus Driving Simulator and Driving Track Development	Provide a computerized driving simulator to train Fire and Police personnel.
Multiple input sources for maintenance of GIS Land and Utility data.	Ensure there is a central source of citywide GIS data (i.e. Land data from subdivision plats and Utility data from as-builts) that is maintained by the most appropriate business unit within the city.
Automatic Call Distribution - Citywide	Implement a citywide computerized call center management system to enable city department call centers to keep up with increasing call volumes and improve responsiveness to inquiries. (Court pilot implementation in year 1, citywide implementation years 2 through 5)
Notes replacement system	Study available email solutions and determine if Notes should be continued or replaced with another system.
Distributed Backup and Recovery	Provide a disaster recovery solution for the city's distributed computing platform to ensure city services are not disrupted in the event of a disaster.
Document Imaging	Implement a document management solution that meets citywide needs for the electronic storage and retrieval of documents.
e-government Interaction - Chat and Discussions	Provide interactive communications among citizens and City employees via Internet/Intranet discussion boards and chat sessions.
Annual 1099 submission & correction process	Provide electronic submissions and corrections for 1099's, per legal mandates. (Occurs yearly)
Sale and distribution of the City's GIS data to outside entities (CDs/ E-GOVERNMENT).	Develop the supporting policies and provide a solution to sell GIS data to requesting city customers either via CD media or through the city's Internet.
PLC/RTU Upgrade Project	Upgrade the Programmable Logic Controllers (PLC) and Remote Telemetry Units (RTU), which feed information on remote Utility plant equipment into the SCADA system.
Single Sign-on and Biometric Devices	Enable employees to have only one sign-on to access all City computer systems to which they are authorized, using biometric devices, rather than passwords.
e-government Platform - Wireless Web	Implement the technical infrastructure platform to support wireless e-government applications for employees and citizens.

FY05-06 through FY07-08	
Project Name	**Description**
Intranet application for submitting GIS Land and Utility updates, corrections, and to make inquires regarding corrections.	Provide an automated means for City field staff to identify, describe, and indicate corrections to GIS data, including tracking of correction status.
Route Optimization Software	Implement a system to automate the routing of Solid Waste vehicles.
e-learning	Enable employees to receive training via their networked desktop computers.
Effective Communications: Internet Videoconferencing/ Web-conferencing/ /Net Meeting/ Unified Messaging	Phased implementation of selected "real-time" communications tools, based on results of feasibility study
Citywide Aerial Photos	Provide up-to-date aerial photos of facilities and other features that have been built or are located on the land. This information is used for Transportation, Parks, Utilities and Public Safety decision-making and planning. (Occurs yearly)
Effective Report Writing	Implement tools that allow non-technical Department staff to create and maintain reports, freeing ISD technical resources.
Develop Parts Tracking, Receive & Issue Using Barcode Scanners.	Automate the collection and reporting of stock information in the Materials and Supply Division.
Remote Training via Computer	Implement a system to provide computerized training in the Fire Department and track employee progress toward certifications.
Travelways Themes	Add street characteristics, such as one-way, no left turn, speed limits, medians, etc. to the GIS database for use by systems that automatically design routing of City vehicles.
Easements: Capture and input all recorded easements	Computerize the storage and retrieval of easement information.
Online Ordering of Warehouse Stock through Intranet	Provide City employees the ability to order Warehouse stock on-line via the Intranet.
On-line Fine payment	Allow the public to pay library fees & fines via the internet.
Expansion of RecTrac at Remote Facilities--Mesa Pools, Autry Sports Complex, and Golf Courses	Expand RecTrac to include online registration, point-of-sale, and automated golf tee-time reservations at remote sites.
Expansion of RecTrac	Use RecTrac to register and/or reserve Museum and Library classes, tours, camps, and programs.
Development Plan Review Process	Implement an integrated GIS & database system for information on development plans, to be used by multiple City departments who must prepare needed services.
Computer Lab Project	Add computers to one of the classrooms at Public Safety Training Academy at 3260 N. 40th Street.
Quality Management System Software	Implement a system to view and manage quality related information, such as policies, performance measures, customer complaints, work flow, etc.
Simplify remote access to City's network for employees and business partners	Enable secure access to city information from remote locations (off-site) through wireless technology for city employees and business partners.
Simplify and expand access to distributed applications (via remote access)	Allow City employees to remotely access client server applications. Most of these applications are not currently available remotely.

FY05-06 through FY07-08	
Project Name	**Description**
CAD Event History Transfer to Permanent Storage Media	Allow for permanent storage of CAD information via the Police document management system, rather than microfiche.
Road Right-of-way dimensions	Implement an automated system to store and retrieve citywide right-of-way information
e- government Web Site - Personalization and Customization (Portal)	Implement the ability for citizens and employees to select the type of internet/intranet information that is of most interest.
Reduce ISD O&M - Distributed Platform Mgmt, Contract Mgmt, Resource Mgmt, Remote Access Monitoring, Mainframe Elimination, Simplify CAAR, Webified Desktop	Provide technology solutions that streamline operational functions that support the city's core computing services needs.
Maintain Services - Network, GIS, Minimize Intrusion and Loss, Remote Access Services, Desktop Services, distributed platform services, e-govt platform, mainframe services	Implement appropriate infrastructure technologies needed to maintain service levels for citywide computing needs.
Document Imaging	Implement a document management solution that meets citywide needs for the electronic storage and retrieval of documents.
Automatic Call Distribution - Citywide	Implement a citywide computerized call center management system to enable city department call centers to keep up with increasing call volumes and improve responsiveness to inquiries. (Court pilot implementation in year 1, citywide implementation years 2 through 5)
Annual 1099 submission & correction process	Provide electronic submissions and corrections for 1099's, per legal mandates. (Occurs yearly)
Citywide Aerial Photos	Provide up-to-date aerial photos of facilities and other features that have been built or are located on the land. This information is used for Transportation, Parks, Utilities and Public Safety decision-making and planning. (Occurs yearly)
e-government - Online Communities	Implement web communication tools to allow internal and external groups to have interactive communication via the Internet/Intranet.
Image Server	Allow images taken at crime scenes to be viewed online by investigating parties.
Hansen: Feasibility Study to Centralize the Hansen CMMS Project or go to different products that better suits the needs of the plant customers.	Study potential replacements for the Hansen system, which tracks utility plant assets and maintenance.
Mesa CAMS	Display crime related information interactively in the form of graphic screen reports, tabular reports, and printable maps.
Volunteer Database	Provide a citywide database of volunteer information, eliminating the need for several department level systems.
Workflow & Routing Framework	Standardize and reduce the number of tools used to route electronic documents for approvals and processing.
Fogle Inventory Management Software Replacement/ Stock History Online	Replace existing Fogle inventory system with technology that better meets business needs.

FY05-06 through FY07-08	
Project Name	**Description**
Wireless remote access to public safety applications (and other available resources)	Allow Police personnel to access computer systems at crime scenes, stakeouts, and from other remote locations.
Photo Requests Request for Photographs via the Intra / Internet	Allow internal and external customers to order photo images from the Police Records and Identification sections.
Airborne camera surveillance & microwave package (Video Downlink) - Implement results of feasibility study	Implement a video downlink from the Police helicopter to be viewed by personnel at a command center.
Implement standard voice recognition technology for the desktop	Establish a standard voice recognition technology for use by those who have need in the City.
Automate Vehicle Make Ready Budget Process	Automate process of requesting and communicating vehicle component information, replacing the existing manual process and form.
Electronic Expenditure: Change remaining Expenditure documents to electronic format	Eliminate manual expenditure documents and associated data entry. Replace with electronic documents that can be routed via computer network.
Share T1 circuits with ISD for City Network Connections	Replace dial-up access with T1 access for remote Utility locations.
Product Evaluation Center	Provide a secure test environment to evaluate new IT software and hardware without impacting the production environment.
Access Database Conversion to PeopleSoft	Move various types of HR data from individual Access databases to Peoplesoft.
Barcode Inventory System	Implement an inventory system to track various Fire Department assets, such as training materials, weapons, emergency equipment, etc.
54 MB wireless WAN	Replace existing leased T1 lines to remote Utility locations with a wireless network. This will eliminate the monthly leasing cost for the T1 lines currently in use.
Parks Computerized Maintenance Management and Inventory System	Track the Parks & Recreation facilities assets and the associated repair, maintenance, and replacement of these assets.
Intellution Webserver, iDowntime	Identify unscheduled downtime events to enhance asset utilization and improved service delivery.

Appendix E

Computer Platform Standards

PLATFORM	COMPONENT	CITY STANDARD[1]	INDUSTRY STANDARD
Desktop/ Workstations	IBM (Lexmark) and HP laser printers	Standard	
	IBM-compatible and pen-based notebook computers	Standard	
	IBM-compatible PCs (current desktop standard)	Standard	
	Peripherals: HP 6000 series scanner, CD: Reader/writer and Jazz Drives	Standard	
	Microsoft Windows NT Workstation	Standard	
	Access Database (Part of Microsoft Office Suite)	Standard	
	DB2 Connect	Phasing Out	
	Dual Screen Monitors	Special Use	
	APC Smart UPS	Special Use	
	ICS Disk Replicator	Special Use	
	KIP printers	Special Use	
	KIP plotters	Special Use	
	KIP scanners	Special Use	
	Fujitsu 3090 series scanners	Special Use	
	HP Jornanda 540 and 700 series PDAs	Standard	
Servers Intel-based	Compaq 5000 – 10000	Standard	
	Compaq Proliant DL380	Standard	
	Dell 6100	Special Use	
	DB2 on NT	Phasing Out	
	Microsoft SQL Server	Standard	
	Oracle on NT	Standard	
	Microsoft Windows NT Server	Standard	
	Notes on Solaris	Standard	
	APC Smart UPS	Special Use	
	Tape backups DLT	Special Use	
	Unisys NDP 250 Scanner	Special Use	
Servers RISC-based	SUN Ultra 1,2, and 5	Standard	
	SUN Enterprise 3000, 3500, 4500 and 10000	Standard	
	SUN SPARK 4 and 20	Standard	
	RS6000	Special Use	
	Oracle on Solaris	Standard	

[1] **Standard:** Commonly used and is available upon request and funding. **Special Use:** Is used in one or more locations throughout the City to address specific business needs. May be available upon business justification and funding. **Phasing Out:** Has been determined to not be a strategic, long term product and generally not used for new development or deployment. May or may not have a follow-on product or end-date identified.

PLATFORM	COMPONENT	CITY STANDARD[1]	INDUSTRY STANDARD
	SUN Solaris	Standard	
Servers OS/390	Amdahl Millennium GS535 (118 MIPs)	Phasing Out	
	EMC Symmetrix 5700 Series DASD	Phasing Out	
	Memorex 3281 Reel Tape Drives	Phasing Out	
	Memorex 5481 3480 Tape Drives	Phasing Out	
	StorageTek 5000 Impact Printer	Phasing Out	
	Sutmyn Automated Tape Library - 5400	Phasing Out	
	Xerox 4050 Laser Printer	Phasing Out	
	OS/390	Phasing Out	
	DB2 on OS/390	Phasing Out	
	IMS	Phasing Out	
Video	PictureTel SwiftSite	Standard	H320
	Vtel G5500	Standard	H320, H323

Appendix F

Software Standards

PRODUCT	City Standard	System Software		Application Software -					
		Operating	Databases	PC - Standard	PC - Special Use	Web	Mainframe	GIS	Server
Abend-Aid	Phasing Out						X		
Accent Capture	Special Use				X				X
Accuterm	Special Use				X				X
Active Sync	Standard			X					
Adobe Acrobat Pro	Standard				X	X			
Adobe Acrobat Reader	Standard			X		X			
Adobe PageMaker	Standard				X				
Adobe PhotoShop	Standard				X				
Apache - Free	Special Use		X			X		X	
Arc/Explorer	Standard				X			X	
Arc/GIS	Standard				X			X	
ArcInfo	Standard				X			X	
ArcSDE	Standard				X			X	
ArcView	Phasing Out				X			X	
Attachmate Extra! Personal Client	Phasing Out				X				
AutoCAD	Special Use – Non-GIS				X			X	
Business Impact Analysis	Special Use				X				X
CA1	Phasing Out						X		
CA7	Phasing Out						X		
CA-DADS/PLUS	Phasing Out						X		
CA-Dispatch	Phasing Out						X		
CA-Platinum Products	Phasing Out						X		
CA-SPOOL	Phasing Out						X		
CA-Vantage	Phasing Out						X		
Cadenza (PDA Category)	Standard				X				

PRODUCT	City Standard	System Software		Application Software -					
		Operating	Databases	PC - Standard	PC - Special Use	Web	Mainframe	GIS	Server
Calcium Web Calendar	Standard					X			
Cardiff Teleform	Standard					X			
CICS	Phasing Out						X		
Citrix Remote Access	Standard			X					X
COBOL	Phasing Out						X		X
Cognos PowerPlay	Special Use				X				
ColdFusion	Standard					X			
Command Antivirus Multi-Platform Workstation	Standard			X					
Corel Draw	Standard				X				
CRT - Telnet client for Unix	Standard				X				
Crystal Reports	Standard				X				X
Datatech	Special Use				X				
DB Grid	Special Use				X				
DB2 Connect	Phasing Out		X		X				
DB2 on NT	Phasing Out		X		X				
DB2 on OS/390	Phasing Out		X				X		
Deskscan Scanning Software with Scanners	Standard				X				
Diskeeper	Standard			X					
Easytrieve Plus	Phasing Out						X		
EDIFY Interactive Voice Response for Windows and Developer's Environment	Standard				X				X
Enterprise Java Beans	Standard					X			X
ESRI Product Suite and Extension Products	Standard				X			X	
Exceeds	Special Use				X				
Excel (Part of Microsoft Office Suite)	Standard			X					
FileNet/ Panagon IDM	Standard				X				X
FXTools	Standard				X				
Ghost	Standard				X				
Harbor	Phasing Out						X		X
IMS	Phasing Out		X				X		
Intellisync	Standard				X				

PRODUCT	City Standard	System Software		Application Software -					
		Operating	Databases	PC - Standard	PC - Special Use	Web	Mainframe	GIS	Server
Java 2	Standard					X			
Jolt	Special Use				X				
Kixtart	Phasing out				X				
Landmark Monitors for MVS, DB2, CICS and VTAM	Phasing Out						X		
Liberty	Special Use				X				X
Library Reader for Windows	Standard				X				
LinkBot	Standard					X			
Liquid Office Server	Standard					X			
ListServe	Standard					X			
Lotus Notes	Standard		X			X			X
MGE and Microstation	Special Use				X				
MicroFocus COBOL	Standard			X					X
Microsoft Access (Part of Microsoft Office Suite)	Standard		X	X					
Microsoft Excel (Part of Microsoft Office Suite)	Standard		X	X					
Microsoft FrontPage	Standard				X	X			
Microsoft IIS	Standard					X			
Microsoft Index Server	Standard					X			
Microsoft Internet Explorer	Standard			X					
Microsoft Office Professional	Standard			X					
Microsoft Project	Standard				X				
Microsoft Proxy Server	Standard					X			X
Microsoft Site Server	Standard					X			X
Microsoft SNA Server Client	Standard			X					
Microsoft SQL Server	Standard		X						
Microsoft Standard imaging products	Standard				X				
Microsoft Visual Studio	Standard				X	X			X
Microsoft Windows 2000 Server	Standard	X							
Microsoft Windows 2000 Workstation	Standard	X							
Microsoft Windows CE (PDA)	Standard	X							
Microsoft Windows NT Server	Standard	X							

PRODUCT	City Standard	System Software		Application Software -					
		Operating	Databases	PC - Standard	PC - Special Use	Web	Mainframe	GIS	Server
Microsoft Windows NT Workstation	Standard	X							
Microsoft Word (Part of Microsoft Office Suite)	Standard			X					
Netscape Navigator	Special Use				X				
Norton Anti-Virus	Standard								X
Notes Pump	Phasing Out				X				
Ocxqmail	Standard					X			
OmniPage Pro OCR	Standard				X				
Oracle iAS & iDS	Standard		X			X			X
Oracle on NT	Standard		X				X		X
Oracle on Solaris	Standard		X				X		X
Oracle SQL Plus	Standard		X						
OS/390	Phasing Out	X					X		
Palm OS (Palm Pilots)	Standard	X			X				
Paint Shop Pro	Standard				X				
Panvalet	Phasing Out						X		
PaperPort	Standard				X				
PeopleTools	Special Use				X				X
PCAnywhere	Special Use				X				
PC NetLink	Standard								X
Pick D3	Special Use		X						
PowerPoint(Part of Microsoft Office Suite)	Standard			X					
ProComm Plus	Standard				X				
Progress ODBC	Standard				X				
Quicken (Fire and PD only)	Special Use				X				
RACF	Phasing Out						X		
Real Player	Standard				X				
ReXSYS	Standard				X				
RSS	Standard			X					
RSS Console	Standard				X				
ScreenPrint32	Special Use				X				
Security Server (RACF)	Phasing Out						X		

PRODUCT	City Standard	System Software		Application Software -					
		Operating	Databases	PC - Standard	PC - Special Use	Web	Mainframe	GIS	Server
ServletExec (servlet engine)	Standard					X			
SmartTerm Office	Special Use				X				
Sniffer Pro	Standard				X				
SQA Robot	Special Use				X				
SQL Navigator	Standard		X		X				X
SQR	Special Use				X				X
SUN Solaris	Standard	X							
SuperClip	Special Use				X				
SyncSort	Phasing Out						X		
Syware Visual CE / Report CE (PDA)	Special Use				X				
TOAD	Standard				X				
Transform	Phasing Out						X		
Transit Central	Phasing Out					X			
Trend AntiVirus	Standard								X
True Data Control	Special Use				X				
Tuxedo	Special Use				X				
Vanguard	Phasing Out						X		
Visio Standard/Technical or Visio Enterprise	Standard				X				
Visio Crime Scene add on Police Only	Special Use				X				
Visio Accident Report add on Police Only	Special Use				X				
Virtual Network Computing	Special Use				X				
VisualAge Developer's Environment (IBM)	Phasing Out				X		X		X
Websense	Standard					X			X
WebTrac	Standard					X			
Webtrends	Standard				X				
WinZip	Standard				X				
WS FTP	Standard				X				
Xpedio Content Publisher and Server	Standard					X			
Xpediter	Phasing Out						X		

Appendix G

Current Software Applications

Application	AKA	Primary Use	Description
1099s		Finance	This system is used to electronically submit 1099 data and correction data to the IRS.
Access-based Applications	Access	Citywide	Access databases are used for a variety of small applications within a workgroup or department.
Accuzip	Smart Addresser	General Services	This system is used to identify and correct invalid address information according to U.S. Postal Service guidelines.
Across Applications	AA	Information Services	This system is used as a code generator (CUA) and a repository for shared programs and data within the mainframe applications.
Actuals Time Reporting	Actuals	Information Services	This system is used to record ISD staff time reported. This data is used for planning and reporting on activities for projects and allocation of services.
Address Index	AI	Citywide	This system is used to provide a central repository updated from City addresses maintained in GIS. It is used for validation of address data entered into other mainframe applications.
Alarm Assessment	AL	Public Safety	This system is a commercial and residential burglar alarm permit management system. It is used to track alarm permits, false alarm calls, and associated assessments.
Assessments	AS	Finance	This batch system is used to control assessments' billing and payments. It includes advertising properties for sale when assessment payments are delinquent.
Asset Management	AM, PNMS	Information Services	This system is used to manage the City's IT hardware and software assets, IT incident reports, and IT hardware and software changes made to the City's production computer environment. The system is also used to manage telephone inventory and track repairs.
Asset Management	ServiceCenter	Information Services	This system is used to manage a centralized repository of hardware and software assets, including problems, changes, and financial data associated with these assets.

Application	AKA	Primary Use	Description
Blue Stake	BS	Utility Construction	This system used to receive and store Blue Stake information. It will generate locator tickets and pass the information to hand-held computers for the utility locator technicians to input ticket information.
Budget		Citywide	This system is used to prepare, report and manage the budget.
Building Inspections	BI	Building and Safety Services	This system is used to issue building permits, collect required fees, and schedule inspections. General inspectors also use it to monitor complaints and violations of City codes.
Building Inspections Operations	ABIP, BI-GIS	Building and Safety Services	The System is used to schedule, manage and process requests for inspections. This includes downloading assigned inspections into the building inspectors' PDAs and uploading the inspections results into the Building Inspections System.
Cash Remittance		Customer Service	This system is used to process and automatically read payments sent in via mail.
C-Cure 800		Municipal Security	This system is used to provide physical security for City buildings.
Check Reconciliation	CR	Finance	This batch system is used to reconcile payroll checks, workers' compensation checks, expenditure warrants, and health checks.
ChequeScribe		Housing	This system imports required information for check printing.
Citizen Contact	Suite Response	City Managers Office	This system is used to record, report, and manage public contacts with the Mayor's, City Council's, and City Manager's offices.
City Clerk Document Imaging		City Clerk	This system is used to store and retrieve City Council meeting minutes, resolutions, and ordinances. It is also used to provide the public with answers to questions concerning City Council action.
Community Services Management	RecTrac, TeleTrac, WebTrac	Parks and Recreation	This system is used to register patrons for classes and manage public facility rentals and facilities used for classes, manage and sell passes to public facilities, and track and sell items available for sale to the public. It also maintains the appropriate accounting records.

Application	AKA	Primary Use	Description
Computer Aided Dispatch	CAD	Police, Fire	This system is used to record and dispatch public safety 911 calls. It includes the following related application components: Ani/Ali, I/Calltaker, I/Dispatcher, I/Informer, I/Mobile, I/Tracker, Fire Station Alerting, Host System Transfer and Time Sync. This system also contains an Automatic Vehicle Location component that is maintained by Communications.
Computer Aided Dispatch History	KD	Police, Fire	This system is used to review closed Computer Aided Dispatch events.
Conference Center Events Display	Kiosk	Mesa Centennial Center	This system displays on overhead TV monitors the current events taking place in any of the Mesa Centennial Center's facilities.
Conference Reservations	Fastbook, RS	Mesa Centennial Center, Public Safety Training Academy, Fire	This system is used to schedule events and facilities.
Cost Accounting	CA	Citywide	This batch system is used to track costs for projects and their related work orders. Information is entered via Notes and transferred to the mainframe.
Court	KT, ACIST	City Court	This system schedules and maintains courtroom activity including court procedures, dispositions, and probation. Additionally, the system maintains financial data from fines imposed and collected. It also interfaces with the State Motor Vehicles Division and the City's auto-attendant system.
Court Information Line		City Court	This telephone automated attendant provides court customers with commonly requested information 24 hours a day in both English and Spanish. Customers can receive information on Court location and hours, making payments, fines, posting bond, jury duty, etc.
Criminal Prosecution	CO	City Prosecutor	This system is used to process prosecutor case files, evidence filing, victim notifications, management reports, and appeal calendars.
Date Programs	OC	Citywide	This system is used to supply the current date in various formats to many applications.
Document Imaging	DMS	Police	This system is used to store and retrieve various police records, such as Incident and Accident reports.

Application	AKA	Primary Use	Description
Document Management		Engineering	This system is used to retrieve and store engineering-related documents via personal computers.
Elections		City Clerk	This system is used to maintain City voting districts and the associated polling places for City elections, produce reference maps, provide information on citizens' polling places, verify citizen voter registration, and absentee ballot processing.
Elections Display	ED	City Clerk	This system is used at Election Central to display election results on each race on a district-by-district basis.
Electric GIS		Electric	This system is used to input, store, view, and analyze inventory information for poles, transformers, conductors, and other electrical components.
Electronic Mail	E-Mail, Notes	Citywide	This system is used to quickly distribute information. It provides access to bulletin boards and the Internet, and provides the capability to scan documents and e-mail them to others.
Electronic Purchasing	EP	Citywide	This system is used to create and maintain purchase orders and related requisitions.
Electronic Routing and Approval	ER, ERAS	Citywide	This system is used to electronically route purchase requisition documents to facilitate obtaining required management approvals.
Equifax Multi-vision		Customer Service	This system is used to run credit checks. It uses an outside credit service provider.
Expenditures	EA	Citywide	This system is used to process all accounts payable transactions and make payments to vendors in the form of expenditure warrants.
Fire Agility Testing Registration	CPAT	Fire	This application provides registration for fire recruits for a physical aptitude test which is required as part of the recruiting process. Mesa hosts this site for valley-wide Fire agency use.
Fire Exceptional Incident Reporting	FE, FEIR	Fire	This system is used to communicate detailed information about exceptional incidents. The reports generated are helpful when the media contacts the Public Information Officer.

Application	AKA	Primary Use	Description
Fire Information	FD	Fire	This system is used to collect, retrieve, and report data on fire emergency medical services (EMS), incidents, incidents involving hazardous materials, fire prevention, manpower scheduling, and support services.
Fire Run Books		Fire	This system is used to maintain strategic fire response plans.
FireView		Fire	This system provides automated processes and enhanced ability to analyze fire data, producing the appropriate maps and reports.
FleetAnywhere	FA	Fleet Support Services, Fire	This system is used to collect, report, and manage equipment, costs, and inventories associated with vehicle support.
Fleet Vehicle Budget System		Fleet Support	This application provides vehicle and parts information for city departments to aid in their ordering of new fleet vehicles and for budget estimations.
Fuel Management Control	FC	Citywide	This system is connected to the fuel pumps to automatically keep track of vehicle-fueling transactions. It interfaces to the FleetAnywhere System to monitor fuel consumption by City vehicles.
Fundraiser		Community Services	This system is used to record, store, track and report donations for the Mesa Arts Center Capital Campaign. The system also monitors and reports on the volunteer program.
Gas GIS		Utility Construction	This system is used to convert gas system maps to digitized maps for storage, retrieval, and maintenance of City Gas facilities.
General Ledger	GL	Citywide	This batch system is used to collect and track all expenses, revenues, and financial liabilities for the City. Information is entered via Access 2000 and transferred to the mainframe.
Geographical Information System - (GIS) Based Applications	GIS	Citywide	A variety of small GIS-based applications are used by City Departments to create, maintain, analyze, and report geographically related data.
Geographical Information System Metadata	GIS Metadata	Citywide	This system is used to describe the content, quality and characteristics of GIS data. It provides city employees with a means to better understand the origins, frequency of updates, and appropriate uses for the spatial data.

Application	AKA	Primary Use	Description
Hansen System		Utility Operations	This system is used to store information regarding the water treatment plants.
Health	HI/FB/ FactsWeb	Employee Benefits	This system is used to manage the City-funded medical and dental insurance plans. It processes employee medical and dental claims and issues checks for payment, and provides electronic access to our healthcare claim system, enabling city employees and providers to securely view City Plan and claims information via the Internet. The system also manages Flexible Spending Accounts.
Human Resource Management	HRMS	Personnel	This system is used to manage employee demographics, job history, emergency contacts, and performance evaluations. It also provides controls for performance evaluations, job classifications, pay ranges, organizational structures, and a payroll interface.
ICVerify		Parks and Recreation; and Customer Service	This system is used to verify and process credit card payments.
Intell-A-Check		Customer Service	This system is used to accept checks via the phone for utility billing payments.
Interactive Voice Response – Utility Billing		Customer Service	This system is used to provide customers the ability to access and pay utility bills via the phone.
Intranet - City News		Citywide	This system provides the latest information on City events, breaking news, and interesting facts from subject matter experts.
Invoice for Payment	IFP	Citywide	This system is used to request payment for expenditures not related to the purchase, maintenance, or repair of tangible personal property. Examples include payments for rentals, services, employee/customer reimbursements, land purchases, etc. It provides approvers with information to validate the need for the requested expenditure, along with budgeting and accounting information.
ISD Service Request		Information Services	This system is used by City Departments to request minor changes to ISD-supported applications.

Application	AKA	Primary Use	Description
Land GIS		Planning	This system is used to maintain the City's land information including streets, rights-of-way, addresses, lots, railroads, canals, commercial building outlines, airport layout, and other general land-related information.
Library	DYNIX, LI	Library	This system is used to manage all books and other library materials. It includes an online catalog that is accessible at Library locations or via dial-up or internet, and management of circulation, acquisitions, bibliographic records, and serials. Mesa Public Library also uses the online union catalog and interlibrary loan services of the Online Computer Library Center (OCLC) in Dublin, Ohio.
Liquor License Application	TL-GIS	Tax and Licensing	This system is used to process liquor license applications via GIS generated maps and reports for City Council.
Locate Ticket Management	LTMS	Utility Construction	This system is used to assist the field technician in routing an assigned Locate Ticket.
Lotus Notes Based Applications		Citywide	Lotus databases are used for a variety of small applications such as Proposed Legislation, Proposed Management Policies.
MainSaver	CMS	Communications	This system is used to track communications' equipment, costs, and inventory.
Materials and Supply		Materials and Supply	This system is used for inventory control of stock items.
Mesa Housing Authority	Yardi master Software	Mesa Housing Services	This system is used to manage applicants on waiting lists for housing assistance. It provides management of Section 8 and portability HUD programs, and provides financial information.
Meter History	MH	Utilities	This system is used to manage utility meter information on water and gas meters located throughout the City.
Meter Reading		Customer Service	This system is used to capture and consolidate meter reads for billing purposes. Meter reads are entered using hand-held devices.
Meter Routing		Customer Service	This system is used to generate balanced meter reading routes.

Application	AKA	Primary Use	Description
Parks & Recreation Aquatics Meet Manager		Parks & Recreation	This system is used to manage competitive swim leagues meets and race scheduling.
Parks & Recreation Aquatics Team Manager		Parks & Recreation	This system is used to manage and track administrative and swimmer performance information for competitive swim teams.
Pavement Management	TR	Streets Maintenance	This system is used to maintain an inventory of the condition of all streets within the City and identify scheduled standard maintenance activities. It provides the information in graphical and textual form.
PayBase	PB	Finance	This system is used to print fully negotiable checks in one step, using check information provided by other systems.
Payroll	PA	Finance	This system is used to manage the payroll information for all City employees. It generates payroll checks and data for W2 forms.
Point of Sale		Materials & Supply	This system automates the process of issuing supply items. It captures the issue transactions and the data is then imported into the Fogle System on a daily basis. It is also used to receive items and calculate the total cost of the items received.
Police Crime Analysis & Mapping Systems (CAMS)	PD, GIS	Police	This system is used to associate Police incident data with geographic land information for geographical analysis of crime patterns. This is comprised of CrimeView, the Spatially Enabled Crime Data Repository (SECDR), and the future use of ArcIMS for interactive mapping.
Police Exceptional Incident Reporting	PE, PEIR	Police	This system is used to brief City management and Police personnel on major police incidents.
Police Information Management	PI, PIMS	Police	This system is used to collect and access Police records information and expedite criminal investigation processing.
Police Resource Optimization	PROS	Police	This system assists Police in optimizing officer scheduling and Police beat designs by computer modeling and analysis of previous calls-for-service information.

Application	AKA	Primary Use	Description
Police Special Investigations	SID	Police	This system is used by the Mesa Police Gang Intelligence Unit to identify and track gang member activity.
Problem Oriented Policing	POPS	Police	This system is used to track the Bike/Community Action Teams (CAT) and Patrol Units information regarding their Team's activities and assigned neighborhoods. This information is then summarized and reported to other areas of the Police Department.
Project Management	PM	Information Services	This system is used to track the ISD maintenance/enhancement requests.
Property/Fixed Assets	PT	Finance	This system is used to manage all City assets.
Public Auction		Materials and Supply	This system is used sell surplus equipment.
Public Records	Metroscan	Planning	This system is used to obtain public records information from the county assessor and other public offices.
Revenue Forecasting – Utility Billing		Utilities, Finance, Budget & Research, City Manager's office	This system is used to forecast revenue based on varying Utility Billing Rates.
Revenue Receipts	RR	Customer Service	This system is used to process revenue transactions, prepare the daily bank deposits, and to produce reports for Accounting.
Sales Tax	ST	Tax and Licensing	This system is used to manage the issuing of Transaction Privilege (Sales) Tax Licenses, liquor licenses, general licenses, and the collection and reporting of City sales tax. It includes optically-scanned payment posting and image processing for license applications and payments.
Security Administration	SA	Information Services	This system is used to track the computer access authority of all permanent employees, temporary workers, and consultants. It allows for ad hoc inquiry and reporting capabilities.
Sewer GIS		Utility Construction	This system is used to support the engineering, construction, and operation of the City's sewer system. Sewer Utility maps and facilities are tracked.
Smarterm		Housing	Obtains needed information from the Department of Economic Security.

Application	AKA	Primary Use	Description
Southwest Museum Collections	Rediscovery	Community Services	This system is used to manage the Southwest Museum's collections (such as artifacts) inventory.
Southwest Museum Management	VISTA	Mesa Southwest Museum	This system is used to manage tour booking, report on attendance and schedules, and to maintain contact lists.
Special Census Review		Planning	This system integrates information from various sources with the City's GIS information to aid in the City of Mesa's Special Census Review. It is used to determine where housing units are under-counted during the regular census.
Stores Issues		Materials & Supply	This system is used to monitor, control, and manage warehouse inventories. It also includes an interface to the Expenditure System for warehouse issues.
Storm Drain		Engineering	This system is used to convert manual storm drain maps to digitized maps for storage, retrieval, and maintenance.
System Characteristics	SC	Citywide	This system is used as a repository to store accounting "table" information.
Tenant Pro	Property Automate	Mesa Housing Services	This system is used to manage waiting lists, property maintenance and tenants renting City of Mesa owned homes in the Escobedo area.
Timekeeping	PA	Finance	This system is used to report time. It interfaces with the Payroll application providing hours worked data.
Traffic Graphical Accident Analysis		Traffic Engineering	This system is used to develop and analyze accident diagrams.
Utility Billing	UT	Customer Service	This system is used to manage the City's utility accounts for electric, gas, water, wastewater, irrigation, solid waste, and recycling.
Victim Services		City Attorney	This system is used to track statistical information regarding critical and legally mandated services for victims of domestic violence. This statistical information also serves as the basis for requesting grant monies in order to provide ongoing services to victims as well as meeting legal mandates as outlined in the Victim Rights Legislation and other requirements identified in approved grants.

Application	AKA	Primary Use	Description
Water GIS		Utility Construction	This system is used to support the engineering, construction, and operation of the City's water system. Water utility maps and facilities are tracked.
Web-based Applications		Citywide	A variety of small web-based applications are used by City Departments on the Internet and Intranet.
Web Calendars	Calcium	Citywide	Calcium is an interactive World Wide Web calendar and scheduling application used to view and modify calendar-type events from any computer that can run a web browser. It provides highly configurable, interactive web calendars for any number of users. Currently the Calcium Calendar application is installed on the City's Intranet site.

Appendix H

Network Environment

DESCRIPTION	COMPONENT	CITY STANDARD	INDUSTRY STANDARD
Network Types	Wide Area Network (WAN)	Standard	IEEE 802
	Local Area Network (LAN)	Standard	IEEE 802.1
	Metropolitan Area Network (MAN)	Standard	IEEE 802
Network Protocols	Switched Ethernet (10 MBPs)	Standard	IEEE 802.3
	Fast Ethernet (100 MBPs)	Standard	IEEE 802.3u
	Gigabit Ethernet (1000 MBPs)	Standard	IEEE 802.3z
	Wireless	Standard	IEEE 802.11b
	TCP/IP (no “multi-cast”)	Standard	
	Token Ring (Mainframe Connection)	Phasing Out	
Media	Category 5 Cable	Standard	
	Multimode Fiber	Standard	
	Single Mode Fiber	Standard	
	Microwave	Standard	
	Wireless	Standard	
	CDPD	Special Use	
	DS3 Wireless Loop	Special Use	
Management Software	Netview for OS/390	Phasing Out	
	Aprisma Spectrum	Standard	
	System Network Architecture	Phasing Out	
Hardware	BusTech NetShuttle 220 SNA Gateway	Phasing Out	
	Cisco Routers	Standard	
	Cabletron Hubs/Switches	Standard	
	CISCO PIX Firewall	Standard	
	F5 BIG/IP Load Balancers	Standard	
	IBM 3745 Front-End Communications Processor	Phasing Out	
	Open Systems Adapters (100mbps – Ethernet)	Phasing Out	
	Polaris SNA Gateway	Phasing Out	
	3174 Local Controllers	Phasing Out	
	Variety of digital and analog Modems	Special Use	
	Trimble AVL System	Special Use	
	Motorola Radio Network Controller	Special Use	
	Vesta 911 System and Meridian ACD (automatic call distribution system)	Special Use	
	Zertron 6 and 26 Fire Station Alerting System	Special Use	
	Spectracom Netclock	Special Use	
	Time Sync	Special Use	

Appendix I

Network Service Locations

This page is intended for internal audience and is intentionally omitted from the document.

Appendix J

Fiscal Year Achievements for IT Strategic Plan Deliverables

Summary

FY01-02 Achievements

KRA 1 – Citywide IT Infrastructure

Citywide efforts were launched to build the City's IT Infrastructure Roadmap, laying out a blueprint of technologies and related components necessary to meet the projected needs identified in the City's Five-Year IT Master Plan. Through this collaboration, an initial draft was developed.

KRA 3 – IT is Key Component of Delivering City Services

A project prioritization process was developed, that included an initiation and scoring evaluation process for major project requests. This prioritization process and supporting governance framework were presented at a national Innovations Group "Technology in Local Government" conference.

A Citywide IT Strategic Plan was established that includes strategies to maximize the IT investment through selection of solutions from a citywide perspective, documentation of current technology standards, and a 5-year master plan of IT initiatives – 2 years detailed projects and 3 years vision.

The IS Director position was renamed to Chief Information Officer (CIO).

There were over 169 minor and 19 major projects completed during fiscal year 01-02 to support the effective delivery of city services. Major projects completed this fiscal year enabled the City to realize the following benefits:

MCT Upgrade to I/Mobile 7.6 - This project provided an upgrade to an integral part of CAD, the mobile software. Mobile software allows CAD to communicate with the Police and Fire field units and vice versa. The upgrade provides many additional functional features and will be ready for field implementation once all field staff has been trained.

Spatially Enabled Crime Data Repository (known as SECDR) – This project established a common, location information database to store Police dispatch incidents and details about the subsequent Police activities. The database promotes sharing of data and improved efficiency in analyzing crime data and generating appropriate maps and reports.

PD laptops - This project provided law enforcement personnel with updated laptops for use when called out for incidents and accidents.

Fire Records Hazardous Materials Reports - This project provides a means by which the Mesa Fire Department can capture and maintain in the current Fire Records information collection and reporting processes incidents that involve Hazardous Materials.

Major projects completed - continued

Internet-based Firefighter Recruit Candidate Physical Ability Orientation & Test Registration - City of Mesa firefighter recruit candidates attend orientation classes and take a physical ability test as part of the firefighter recruitment process. This process was streamlined allowing firefighter recruit candidates to individually schedule these sessions themselves via the City's Internet web site.

Court Monitors - This project successfully provided the Mesa City Court with the ability to provide information via scrolling program/ calendar display to the Court customers in a more centralized location. Four monitors were placed in the lobby of the Mesa City Court building that now provide information concerning the daily court calendar of events in addition to directional and informative messages in both English and Spanish text.

Citizen Contact Web Implementation - The Citizen Contact System, SuiteResponse, provides city departments the use of a single central repository to record, store, assign, route and report citizens, residents, businesses and visitors contacts with the City.

Automated Building Inspections Process - This project improved the methods to request inspections of construction and to report the results of inspections. The use of an interactive voice response system (IVR) for customers to request inspections and personal digital assistants (PDAs) for the field to record the inspection results were introduced with this project.

Intranet Phase I - This project put in place the core components needed to support a Citywide Intranet environment, while providing a pilot Intranet for immediate use by ISD.

City Intranet - This project established a City Intranet structure, developed Quickstart processes to manage the ongoing growth of the Intranet, implemented a Citywide Calendar and News system, provided a new design and converted ISD's existing content to the new look and organization. Ongoing Quickstart teams and the Web Implementation team will now guide its processes.

Finance GASB – This project met the U.S. Government mandatory requirement to track the depreciation assets within the City of Mesa. This process was required by the Federal Government for implementation on July 01, 2001 for all U.S. city governments.

Finance 1099 - This project successfully completed the changes needed to electronically file 1099s with the IRS.

PeopleSoft ROI – A Cost-benefit analysis for return-on-investment (ROI) of the various e-modules was conducted to provide data as to which modules would give the greatest return when implemented. This information will be used to prioritize implementation of these modules.

H20 Map - This software has been upgraded to the current version, providing Utilities the enhanced functionality to monitor, assess and respond to supply and quality issues with the water distribution system.

SW Museum Collections Phase I - This system provides Mesa Southwest Museum staff the ability to more efficiently manage the vast inventory of artifacts, photographs, historical documents and related items.

Diskkeeper for Servers – This project implemented a standardized tool across the City's servers to optimize the server's ability to store City information. This tool de-fragments hard drives for optimal performance.

Major projects completed - continued

Filtering of Non-standard Browsers Phase II - This project provided filtering capability to the non-standard browsers in use in the City.

CICS - Transaction Server - This project successfully upgraded mainframe software that supports the following applications: CAD History, Court, Financials, Timekeeping, Building inspections, Police Information Management System, Fire Records, Sales Tax and Utilities.

ISD Data Center Equipment Room Relocation – This project relocated the equipment for optimal use of systems within ISD.

KRA 4 – e-Government

An e-government Strategic Plan, including strategies, technology standards, and initiatives, was launched. Along with the Plan, an assessment process to continually collect and monitor public and employees interest and desire for electronic delivery of government services was developed.

KRA 5 – Partnership Approach to IT Decision-making

To set the stage for a partnership approach to IT decision-making between ISD and Departments, "IT Value" for the City organization was defined. Newly formed e-government and GIS forums continued to develop and recommend the supporting policies, strategies and initiatives.

The project prioritization process included partnerships as a criterion to consider when scoring major project requests.

Departments began to initiate departmental forums to discuss IT initiatives and needs. These forums include Development Services, Utilities, and Community Services.

FY02-03 Achievements

KRA 1 – Citywide IT Infrastructure

The Citywide "Secure IT: City Network Infrastructure Security" project was launched to develop recommendations and implementation measures for enhancing the security of the City's network, including the Utilities SCADA network. Implementation of approved recommended measures is underway and will complete in FY03-04.

KRA 3 – IT is Key Component of Delivering City Services

A new City Management Policy was implemented that establishes the IT Council as the management authority for prioritizing and allocating human resources for development and implementation of IT initiatives. The IT Council coordinates IT initiatives from a citywide view.

There were over 164 minor projects and 20 major projects completed in fiscal year 02-03 to support the effective delivery of city services. Major projects completed this fiscal year enabled the City to realize the following benefits:

AVL Piggyback & Paging - Emergency personnel can quickly locate the closest available unit to the emergency event and enable quicker call-out to respond to emergency cases.

Major projects completed - continued

CrimeView - In concert with the SECDR project, the Crime Analysis Unit improved automated processes and enhanced their ability to analyze crime data. CrimeView also uses the common data repository and helps the Unit produce current and consistent maps and reports. Improvements were also made so that users anywhere within the city can now use the system.

FireView – This project provided the Fire Department the capability to produce map-based reports using the current Fire Records data. These reports will enable the Fire Department to provide an improved level of service to the Citizens by finding trouble areas in the City that have common issues and then offer or target those areas for additional support.

Court Protective Order Repository – This project created accessible, accurate statistical information on incidents of domestic violence processed through the courts for a mandated, user-friendly statewide protective repository. This repository allows the City to transmit protective order data through DPS to NCIC and for law enforcement agencies to query the repository for particular protective orders.

FACTS Web - Employees now have online access to City plan and health claim information through the implementation of the FACTS Web project.

Internet Reorganization/Redesign – The redesign of the City's Internet site – cityofmesa.org - improved our delivery of e-Government services to our customers, providing seamless access to timely government information. This project introduced the use of our new content management system with a Minutes/Agendas application and a News Release application. Changes to the site improved the City's response to the American Disabilities Act and website usability.

HR/Payroll Citywide Access (PeopleSoft™) project - The PeopleSoft™ application was upgraded to the newest version (Release 8.3), enabling the continuation of vendor support. City employees have the capability to access HR and Payroll information system via the Intranet.

Finance 1099 - 1099 forms are now generated & electronically transmitted to the IRS for those independent contractors employed by the city (meeting IRS criteria). This year, required changes noted by the Internal Revenue Service were incorporated into the program. This information is then electronically transmitted to the IRS for income tax reporting purposes.

Code Compliance (Phase 1 of the Building Safety & Code Compliance project) – City staff can schedule inspections and enter zoning/code violations (attaching photos, correspondence, etc.) into new system.

Section 8 Housing Software Replacement - The system used for managing Section 8 housing was replaced, dramatically improving system performance. This system provides the ability to manage applicants on waiting lists for housing assistance, oversee Section 8 and portability HUD programs, and provide required financial information.

MAGMA Gas System Mapping – This project changed the GIS maintenance system to allow for land and gas utility mapping of the MAGMA service area. The project acquired and integrated the SRP land base with the City of Mesa's GIS land system, entered all known and available as-builts, and captured and entered MAGMA gas lines and facilities where there were no as-builts.

Major projects completed - continued

Interactive Mapping Feasibility – Through this project, software has been identified to enable the City to use interactive mapping for enhanced service delivery and decision-making.

Maintain Services – The Maintain Services category is comprised of major project efforts that are necessary to maintain and support the IT environment. Often these efforts are required to maintain vendor support or keep up with the usage and growth. Completed efforts this fiscal year include:

- **PC Cycle Replacement** - This program replaced 763 eligible PC's that reached the end of their lifecycle, ensuring staff have the tools needed to continue to support city services.
- **Enterprise-wide Antivirus Strategy and Solution** – This project successfully moved the City to a centralized single solution for anti-virus on both the server and the desktop platforms. Savings in licensing, administration, and both ISD and employee time were obtained with this implementation.
- **Remote Access Upgrade** – This effort sped up session initiation time for remote access email users, and reduced random disconnects and printing issues.
- **Citywide Oracle upgrade** to Version 8i project was successfully completed. Oracle is used when robust databases are required.
- **Password Enrichment Project** – This project increased password strength in the City, enhancing protection against unauthorized modification or disclosure of City data and computer systems.
- **LanSource Upgrade** – This project successfully retired the LanSource system, resulting in staff and maintenance support costs savings. Alternate methods for verifying consumer credit are in use.

EMC Replacement – A robust data storage platform was implemented for OS/390 and Unix-based city business applications, resulting in cost savings.

Mainframe Replacement - Mainframe Amdahl software needed for city applications was upgraded, resulting in cost savings.

KRA 4 – e-Government

The assessment process to continually collect and monitor public and employees interest and desire for electronic delivery of government services was implemented. As a result of this initial effort, the City's Internet site – cityofmesa.org - was redesigned to enhance seamless access to timely government information.

A program to educate City staff and the public about the potential cost savings or increased efficiencies if we provided the service/information electronically was implemented.

KRA 5 – Partnership Approach to IT Decision-making

As part of the partnership approach to IT decision-making between ISD and Departments, IT decision-making and service delivery roles for the City organization was defined and a plan developed for implementation.

The Desktop Steering forum was launched to develop the supporting desktop strategies, policies and initiatives. The respective departments continued to refine departmental forums addressing IT initiatives and needs.

FY01-02 Achievements - Detail

KRA 1 – Citywide IT Infrastructure

OBJECTIVE #1: Develop a technology infrastructure roadmap that aligns with the Citywide IT Strategy and Master Plan.

Deliverables:

a. *A technology infrastructure roadmap, including strategies and technology standards, has been drafted by 6/30/02.* ***Draft Completed!***

KRA 3 – IT is Key Component of Delivering City Services

OBJECTIVE #2: Establish a process for prioritizing and allocating human resources for development and implementation of IT initiatives (existing and proposed).

Deliverables:

a. *IT Council has drafted a new Project Prioritization Process by 8/31/01.* ***Completed!***
b. *A new Project Prioritization Process has been accepted by QMST by 10/03/01.* ***Completed!***
c. *An IT Investment Process and corresponding programs have been implemented by 10/8/01.* ***Completed!***

OBJECTIVE #3: Establish a Citywide IT strategic plan that addresses the following:

- Technology standards that promote citywide communications compatibility and data sharing, and eliminate duplicate data entry and storage
- Strategies to maximize the IT investment through selection of solutions from a citywide perspective
- A common infrastructure platform for all City of Mesa IT systems
- A 1-5 year master plan of IT initiatives – 2 years detailed projects and 3 years vision.

Deliverables:

a. *An IT Strategic Plan, including strategies, technology standards (architecture), and a master plan, has been drafted by 11/30/01.* ***Completed!***
b. *An IT Strategic Plan has been approved by 12/31/01.* ***Completed!***

OBJECTIVE #4: Rename the IS Director position to Chief Information Officer (CIO) and include CIO as a member of QMST.

Deliverables:

a. *IS Director is renamed to Chief Information Officer by 8/31/01.* ***Completed!***

OBJECTIVE #5: Effectively manage IT assets.

Deliverables:

a. *Current technology standards have been published as part of the IT Strategic Plan by 12/31/01.* ***Completed!***

KRA 4 – e-Government

OBJECTIVE #1: Develop an e-government roadmap that aligns with the Citywide IT Strategy and Master Plan.

Deliverables:

a. *An e-government Strategic Plan (subsequently referred to as roadmap), including strategies and technology standards, has been drafted by 11/30/01.* ***Completed!***

b. *An e-government Strategic Plan (subsequently referred to as roadmap) has been approved by 12/31/01.* ***Completed!***

c. *An assessment process to continually collect and monitor public and employees interest and desire for electronic delivery of government services has been developed by 5/16/02.* ***Completed!***

d. An assessment process to continually collect and monitor public and employees interest and desire for electronic delivery of government services has been approved by 6/11/02. ***Completed!***

OBJECTIVE #2: Prioritize the implementation of effective e-government systems to provide easy methods for the public to conduct business 24 hours per day, 7 days per week.

Deliverables:

a. *An e-government roadmap for the next five years has been developed by 1/31/02.* ***Completed!***

b. *E-government projects are being submitted and reviewed as part of the IT Investment process by 10/18/01.* ***Completed!***

KRA 5 – Partnership Approach to IT Decision-making

OBJECTIVE #1: Develop a partnership approach to IT decision-making between ISD and Departments to achieve the best possible "IT Value" for the City organization.

Deliverables:

a. *Best "IT Value", including comparison to other organizations, has been defined by 2/25/02.* ***Completed!***

OBJECTIVE #2: Coordinate IT partnerships with other agencies to implement seamless government services.

Deliverables:

a. *The use of external partnerships has been included as a criterion to consider when ranking Major IT Projects by 9/24/01.* ***Completed!***

FY02-03 Achievements - Detail

KRA 2 – Encourage and Reward Innovation

OBJECTIVE #1: Research creative solutions to promote and encourage innovative uses and funding of information technology.

Deliverables:

c. *Processes for implementation at the City of Mesa has been recommended by 11/18/03.*
Note: This deliverable will be addressed as part of KRA 2, Objective 2.

KRA 3 – IT is Key Component of Delivering City Services

OBJECTIVE #1: Implement a Management Policy that establishes the IT Council as the management authority for prioritizing and allocating human resources for development and implementation of IT initiatives (existing and proposed). The IT Council will be charged with coordinating IT initiatives from a citywide view. Note: Information Technology funding will be addressed under objective #2.

Deliverables:

a. *A Management Policy has been drafted by 9/16/02.* ***Completed!***
b. *A Management Policy has been approved by 10/16/02.* ***Completed!***
c. *A Management Policy has been implemented by 2/17/03.* ***Completed!***

OBJECTIVE #8: Establish a process for allocating funding for development and implementation of IT initiatives (existing and proposed).

Deliverables:

a. *A report on alternative IT funding methodologies (including benchmarking with other organizations) has been completed by 8/31/02.* ***Completed!***

KRA 4 – e-Government

OBJECTIVE #1: Develop an e-government roadmap that aligns with the Citywide IT Strategy and Master Plan.

Deliverables:

a. *An assessment process to continually collect and monitor public and employees interest and desire for electronic delivery of government services has been implemented by 10/10/02.* ***Completed!***

OBJECTIVE #2: Prioritize the implementation of effective e-government systems to provide easy methods for the public to conduct business 24 hours per day, 7 days per week.

Deliverables:

a. *A program to educate City staff and the public about the potential cost savings or increased efficiencies if we provided the service/information electronically has been developed and implemented by 10/31/02.* ***Completed!***

KRA 5 – Partnership Approach to IT Decision-making

OBJECTIVE #1: Develop a partnership approach to IT decision-making between ISD and Departments to achieve the best possible "IT Value" for the City organization.

Deliverables:

a. *The roles of ISD and Departments in providing "IT Value" have been clearly defined and communicated by 9/16/02.* ***Completed!***
b. *A plan to implement and evaluate the ISD and Departmental roles in providing "IT value" has been developed by 10/7/02* ***Completed!***
c. *The plan has been approved by 10/16/02.* ***Completed!***
d. *NOTE: The plan's implementation will be addressed as part of KRA 3, Objective 7.*

OBJECTIVE #2: Coordinate IT partnerships with other agencies to implement seamless government services.

Deliverables:

a. *NOTE: The current and potential public and private partnerships related to IT operations, maintenance, routine, and minor projects have been identified, assessed, and improved or increased as appropriate by 6/30/06 dropped as a specific deliverable.*

KRA 5 – Partnership Approach to IT Decision-making

(dropped as a specific KRA – identified as a guiding principle)

Establish a partnership approach to IT decision-making by connecting internally within the City and externally with other levels of government, public, private, non-profit, and research sectors to implement seamless and affordable government services.

Vision of the Future:

The City's Quality Management Steering Team has delegated overall responsibility for the City's IT Strategic Plan to the IT Council.

- The IT Council ensures that IT decision-making and policy enforcement are coordinated as a partnership with all City staff.
- Citywide processes to enable on-going technology operations and project implementation are in place.
- The Information Services Division (ISD) has the role of Information Technology leader and facilitator for development of technology-specific IT standards and policies, to be approved by the IT Council.

Themes and Descriptors:

Partnering

- Continue and establish IT Forums, as needed.
- Develop a method to identify and train "Super Users". These "Super Users" may perform more technical work and have enhanced access, or may integrate IT innovations into organizational practices.
- Use ISD to provide various levels of services to Departments – consulting through full-service - depending on the Departmental need. Departments may use a provider other than ISD, based on criteria set by the IT Council.

Delivery Of Products And Services

- Insure effective communication of information about plans, projects, milestones, and achievements to City staff.
- All providers, including ISD, will follow City IT policies and standards.
- Approve all IT projects through the process established by the IT Council.
- Use ISD to provide only those core services that are desired, efficient and cost-effective.

Performance Measurement And Benchmarking

- Benchmark to other organizations
- ISD uses market mechanisms (e.g., pricing/packaging of IT solutions) to discover what delivers value to City Departments.
- ISD markets its results for providing products and services.
- IT Council recommends changes to IT accounting and management practices to allow for performance measurements and benchmarking.
- Measure the City's IT performance in comparison with:
    - Other outside providers
    - Other government organizations of similar size
    - Contributions to the expected business outcome of IT initiatives, as defined by City staff.
    - City's expectations for overall leadership of IT coordination, planning, and standards to meet the City's strategies